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*RACE AND SEX DISCRIMINATION:  
A SURVEY OF  
THE SAN FRANCISCO POLICE DEPARTMENT*

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Prepared under the auspices of

**Nathaniel Trives**

Auditor/Monitor

by

Morgan Lynn

Special Consultant to the

Auditor/Monitor



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Part II

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97	1966-1967	100
98	1967-1968	100
99	1968-1969	100
100	1969-1970	100

# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

### ACKNOWLEDGEMENTS

The successful conduct of this study has required the assistance and co-operation of many. Without their time and valuable input, this study would not have been possible.

We wish to express our appreciation to the San Francisco Police Department Administration, the Consent Decree Division, the Parties, and Police Officers who participated in this study.

Interviewees were very candid with their comments and made many constructive suggestions. We are confident the findings, conclusions and recommendations will assist the department in dealing with problems that result from integrating a traditionally white male dominated profession.



# SAN FRANCISCO POLICE DEPARTMENT

San Francisco, California

February 1, 1964

The following information was received from the San Francisco Police Department on February 1, 1964:

At 10:15 a.m. on February 1, 1964, the San Francisco Police Department received a call from

1234 Main Street, San Francisco, California, from a person who stated that he had

information regarding a person who had been seen in the area of 1234 Main Street, San Francisco, California.

The person who called the San Francisco Police Department stated that he had seen a person who had been

seen in the area of 1234 Main Street, San Francisco, California, and that he had seen a person who had been

seen in the area of 1234 Main Street, San Francisco, California, and that he had seen a person who had been

# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

### SECTION-1: INTRODUCTION

The San Francisco Police Department has been hiring women and minorities under a court ordered Consent Decree since March 1979. The parties to this decree agreed that the subject of race and sex discrimination should be examined following essentially ten years of court ordered hiring. A brief historical account of what has transpired over the past ten years is helpful in understanding the need for this study and to put its findings into a larger context. Judge Robert Peckham's cogent preamble to his March 1979 order establishing the terms of the Consent Decree has relevance today as it relates to the subject at hand. "This suit involves issues of extraordinary sensitivity and importance—to the parties who have brought it and to the members of minority groups that they represent, to the incumbent members of the San Francisco Police Department, the governing bodies and institutions of San Francisco and their members, and to the entire community of this city.

A brief historical summary of this litigation will give a proper perspective on the task at hand. In 1973, the private plaintiffs, including individual victims of discrimination and organizations representative of the interests of various minority groups in San Francisco, brought suit against the San Francisco Civil Service Commission, the Police Commission of San Francisco, and the Chief of the San Francisco Police Department, charging racial and sexual discrimination in the employment practices of the department. A number of court actions ensued and in 1977 the United States also sued the City for discriminatory employment practices. The long history of this litigation includes various evidentiary hearings, stipulations and findings and conclusions made by the Court. Some of the essential aspects noted by the Court were that the ethnic composition of the San Francisco Police Department differed significantly from the ethnic make-up of the City with Blacks, Hispanics and Asians being substantially underrepresented. This disparity was even more pronounced in the upper ranks of the department—assistant inspector, sergeant and above. Written examinations for the selection of patrol officers and

# SAFETY POLICE DEPARTMENT

Form No. 100-100-100-100

## SECTION 1: INTRODUCTION

The purpose of this document is to provide a comprehensive overview of the Safety Police Department's mission, vision, and core values. This document is intended for internal use only and is not to be distributed outside the department. The Safety Police Department is committed to providing the highest level of service to the community. We are dedicated to ensuring the safety and security of our citizens and to maintaining the integrity of our law enforcement. Our core values are: Integrity, Service, and Community. We strive to uphold these values in all of our actions and decisions. This document outlines the department's goals, objectives, and strategies for achieving them. It also provides information about the department's organizational structure and the roles and responsibilities of its personnel. We believe that this document will be a valuable resource for all members of the department and for the community we serve.

The Safety Police Department is a law enforcement agency that is responsible for maintaining the safety and security of the community. We are committed to providing the highest level of service to our citizens and to maintaining the integrity of our law enforcement. Our core values are: Integrity, Service, and Community. We strive to uphold these values in all of our actions and decisions. This document outlines the department's goals, objectives, and strategies for achieving them. It also provides information about the department's organizational structure and the roles and responsibilities of its personnel. We believe that this document will be a valuable resource for all members of the department and for the community we serve.



for promotions to sergeant that were administered from 1969 to 1972 displayed a substantial adverse statistical impact on minorities who took them. The job-relatedness of these exams was not established and their use constitutes a violation of section 703 of Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C.2000e-2(a).

The 5'6" pre-selected minimum height requirement that was used by the City until enjoined by the court also had adverse impact on Hispanics, Asians and women and as such, presented a *prima facie* case of employment discrimination, un rebutted by the defendants.

Before the lawsuit was filed, women were totally excluded from the position of patrol officer in the San Francisco Police Department and Q - 20 policewomen were not eligible for promotion to the rank of sergeant or higher. The physical agility test that was administered to applicants when the position of Q-2 patrol officer was opened to women had a very significant adverse impact on women. The City was unable to establish the validity of this test and its use was modified by the Court. During the course of the litigation substantial evidence of intentional discrimination was presented to this court."

Rather than engage in potentially protracted litigation, the parties entered into a Consent Decree which, among other things, requires the San Francisco Police Department to integrate women and minorities into its workforce. The court also appointed an Auditor/Monitor who has been working with the parties involved to eradicate any pattern or practice of discrimination in the hiring and promotion of police personnel.

Progress toward these ends has occurred over the years as a result of the cooperative efforts of the Auditor/Monitor, the Consent Decree Division, the Parties and the Police Department Administration and should not be overlooked. While not meeting their goals within the ten year time period, the department has increased the total number of women and minorities serving the City of San Francisco. The Figures 1 and 1A graphically depict the increase in representation of minorities and women.



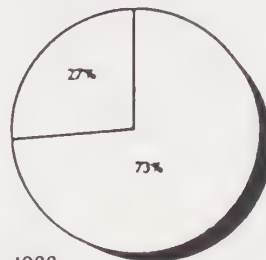
# Percent Change in Minorities Employed by the San Francisco Police Department Under the Consent Decree, 1979 - 1988

Figure 1

Total Personnel



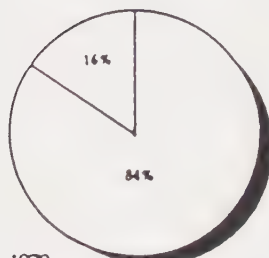
1979



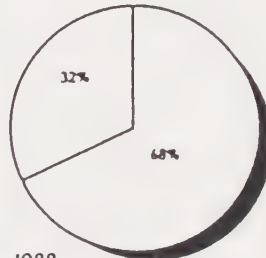
1988

In 1979 minorities comprised 14% of the total police department personnel. In 1988 this figure is 27% - falling short of the Consent Decree by 18%.

Q2



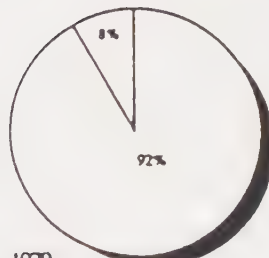
1979



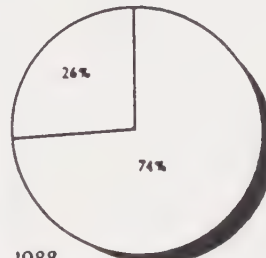
1988

In 1979 minorities comprised 16% of the Q2 rank - police officers. In 1988 this figure is 32%

Q35



1979



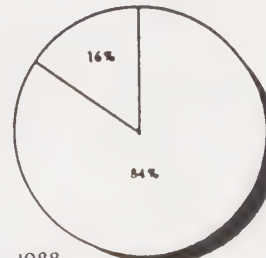
1988

In 1979 8% of the Q35 rank were minorities. In 1988 this figure is 26%.

Q50



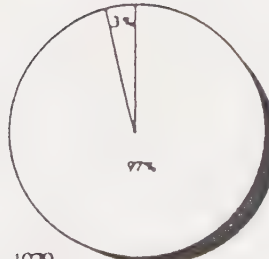
1979



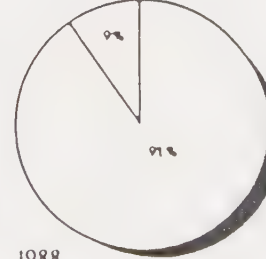
1988

In 1979 only 9% of the rank of Q50-police sergeant were minorities. In 1988 this figure is 16%.

Q60



1979



1988

In 1979 only 3% of the Q60 rank - police lieutenant were minorities. In 1988 this figure is 9%.

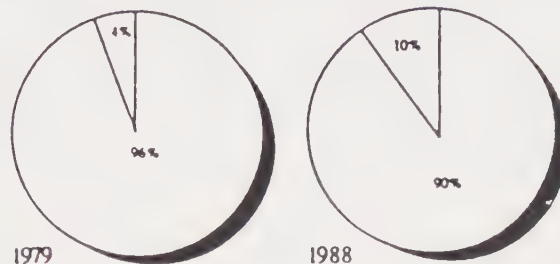




# Percent Change in Women Employed by the San Francisco Police Department Under the Consent Decree, 1979 - 1988

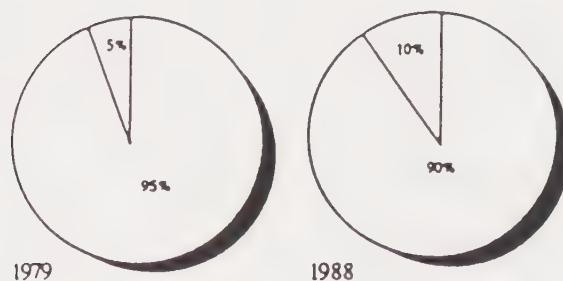
Figure 1A

## Total Personnel



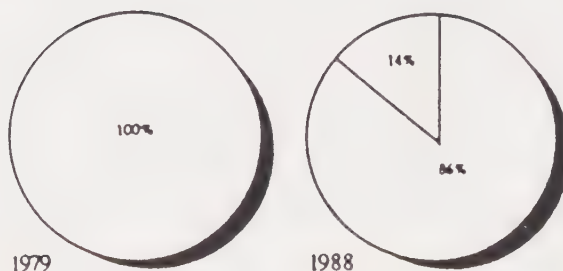
In 1979 women comprised only 4% of the total police department personnel. In 1988 this figure is 10%.

## Q2



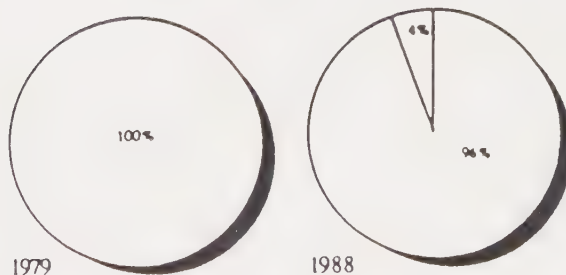
In July of 1979, due to Court appointments, women comprised 5% of the rank of Q2 police officer. In 1988 this figure is 10%.

## Q35



In 1979 no women served in the Q35 rank. In 1988 14% of this rank are women.

## Q50



In 1979 no women served in the Q50 rank. In 1988 4% of the Q50 rank are women.

## Q60



In 1979 there were no women serving in the rank Q60 - police lieutenant. This condition remains unchanged.



A special division - the Consent Decree Division - was established for recruitment and retention of women and minorities and has been responsible for coordinating a number of special programs designed to provide retention and remedial training services to entry-level applicants and candidates, recruit officers and tenured officers. This includes such services as pre-examination training, pre-academy training and individualized counseling, to name a few. Early in the administration of the decree a women's support group was formed to assist women with issues related to integrating a traditionally male dominated profession.

Various discriminatory requirements and features of the police academy and field training programs, such as the method of evaluating success or failure, were modified as a result of many of the complaints that individual members of protected groups filed with the Auditor/Monitor. Appendix A charts the formal complaints filed with the Auditor/Monitor since 1979.

Despite the aforementioned, there are those who believe that though the department has made progress in recruiting minorities and women, it has failed to make them truly welcome and respected members of the Department. Some claim that instances of racial and sexual harassment abound, while others contend these are only a few isolated instances. As the expiration of the Consent Decree term approaches, it is appropriate that some attempt be made at evaluating the progress made toward eradicating discrimination and to determine if there are areas that still require the department's attention.





# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

### SECTION-II: METHODOLOGY:

The purpose of this study was to conduct a survey to determine the nature and extent if any existing race or sex discrimination within the police department following ten years of the Consent Decree. The progress the department has made in terms of hiring goals and promotions is a matter of record and has been monitored by the Court for the past nine years. Whether officers suffer race or sex discrimination after they have been hired has also been a subject of concern for the Auditor/Monitor and the parties to the Consent Decree and is the subject of this study. At the June 1987 meeting of the parties the Auditor/Monitor introduced the concept of conducting this study and met with the Chief of Police regarding the same and the need to avoid politicizing the process. Subsequently, the Auditor/Monitor contracted with a special consultant to be responsible for managing the project.

The project began with a review of court documents, such as the Consent Decree itself, supplemental orders and other records of related litigation that has taken place since the inception of the Consent Decree, as well as, documents supplied by the Consent Decree Division, newspaper articles, and hiring and promotional statistics from computer printouts for each quarter since 1979.

All records of complaints which have been filed with the Auditor/Monitor since 1979 were analyzed to determine the nature of past alleged discrimination. This information was summarized and categorized by type of complaint, sex and ethnicity of complainant and year of complaint.

All parties of the Consent Decree were invited to provide input as to how the study should be conducted, what issues should be addressed and other concerns they might have regarding the study. Meetings were held with individual representatives of the parties to ascertain their concerns regarding the study and perspectives related to discrimination so that, to the extent permitted by the scope of the Decree, those could be addressed in this study. Meetings were conducted at the offices of these key individuals to attempt to engender a cooperative spirit in this undertaking and to gain a sense of



the participants and their orientation. Those interviewed included: Henry Der at the offices of Chinese For Affirmative Action, Bob Barry and David Clisham at the Police Officers' Association Headquarters, Deputy Chief Willis Casey, Captain Tom Murphy and Consent Decree Coordinator Kathleen Hurley in the Chief's office, Consent Decree Division staff and Recruitment and Retention staff at the Hall of Justice, Paula Lichtenberg of the National Organization for Women and Sergeant Joe Williams of Officers for Justice. Several police officers also contacted the special consultant on their own to provide input.

Additionally, Dr. Carlota Texidor del Portillo, Vice President of the Civil Service Commission, made very constructive suggestions regarding the study in a letter dated March 22, 1988. In responding to her concerns, she was advised that many of her suggestions such as analyzing the hiring and promotional patterns for police officers, and comparisons with data available prior to the Consent Decree had been included in the plan for this study to the extent possible. Her comments regarding the examination of hiring and promotional patterns for all Civil Service Employees over the past ten years is beyond the scope of this study as approved and beyond the scope of this Consent Decree.

Other police department personnel, civilians and gays, requested that the study be expanded to include race and sex discrimination of civilian employees working at the police department and discrimination on the basis of sexual preference, respectively. While sympathetic to these issues, these concerns were beyond the scope agreed upon for this study.

Police Commission Meetings were attended, as well as all regular parties meetings, where consultant has given monthly progress reports. Auditor/Monitor meetings and other forms of input proved to be enlightening and useful in making this a more relevant study.

Barbara Tabachnick, Ph.D., a professor at California State University, Northridge, author and published expert in the field of research design and statistics, was consulted for technical advice regarding the research design and statistics planned for the study. It was decided that a random sample of the protected categories delineated by the Consent Decree should be interviewed. This approach was necessary to address the concern that complaints of discrimination were promulgated by only a very vocal minority of officers. By surveying a random sample of officers representing each group, results





would be statistically generalizable to the entire department.

Dr. Tabachnick selected a random sample of 80 officers using a table of random numbers. The random sample was selected according to the categories provided for in the Consent Decree, (i.e., minority males, minority females, non-minority males and non-minority females. An alternate random sample of twenty officers (20) was also selected in case some of the officers could not participate because of vacations, leaves of absence, or other mitigating circumstances. The names of the randomly selected officers were transmitted to Deputy Chief Willis Casey, who assumed responsibility for scheduling and notifying officers of their interview times. Based on concerns expressed in interviews with the parties regarding a neutral location to conduct the interviews, it was decided to hold the interviews in the Federal Court Building. Judge Robert F. Peckham's staff made arrangements for the location and security.

In order to obtain maximum participation in the study, officers were informed about it through a variety of means. Chief Frank Jordan issued an informational bulletin regarding the study which was distributed throughout the department and was read at roll call. Also, Bob Barry, President of the Police Officers Association published an article explaining the study in the April issue of the Police Officers' Association Notebook.

Officers were also notified of the study via a two page memo mailed to their home addresses. The memo described the study, the fact that participants will remain anonymous, and encouraged their participation.

Based on the advice and counsel of the aforementioned key individuals who have been involved with the Consent Decree over the years, studies of race/sex discrimination in other police departments, and published studies in the area, a set of control statements (Appendix B) was developed to be used as a launch point to conduct interviews with the random sample. It was agreed that specific control statements would not be made public until after the study was completed so as not to contaminate the results. The control statements were reviewed and approved by Dr. Barbara Tabachnick.

Officers selected at random for participation in the study were detailed to the Federal Building for interviews. Interviews were scheduled for thirty (30) minutes each. Officers were given informa-



tion and instructions on how the interviews would be conducted. Then they were given the following instructions: "The Court, through the office of the Auditor/Monitor, is conducting a survey to determine the nature and extent of any existing race or sex discrimination since the Consent Decree began in 1979. The information you provide in this interview will be used to develop a questionnaire which will be mailed to all officers. We want you to respond to the control statements on a scale of 1-7 with 1 being strongly agree and 7 strongly disagree. Select 4 if you neither agree or disagree. We would also like you to make comments to clarify your numerical choices and to make suggestions regarding the content or wording so that the statements are understandable and convey the idea intended. All responses will be kept anonymous. We are only interested in group opinions. We are interested in the recency of your experience, i.e. we want to know how things are now, not how they were ten years ago. Also, we want you to respond only if you have actual knowledge of your response, not something you have heard rumors about."

Officers were identified only by sex, minority or non-minority status and rank. They were also asked about their length of service in the department, and length of time in their current rank. They then responded to thirty six (36) statements regarding race and sex discrimination.

The responses of seventy six of the random eighty officers were used in the analysis. Two of the eighty officers appeared for interviews, but then refused to participate. This necessitated randomly discarding two other responses so that the group sample sizes would be equal. Only those questions on which there were statistically significant differences among groups were used in the final questionnaire (Appendix C) which was mailed to the homes of all officers.

In response to the mailed questionnaire, officers were asked to indicate their gender, minority status, rank, length of service and time in current rank along with their responses to fifteen questions. One of the questions from the original ones used in the interviews was broken into two separate questions based on comments from the interviewees. The statements used in the final questionnaire were reviewed and approved by Dr. Barbara Tabachnick as well as Dr. Raymond Terrell and Dr. Randall Lindsey, professors who are multicultural experts from California State University, Los Angeles.

Because the interview sample was randomly selected, the results of the interviews are generalizable





to the entire department and a final questionnaire was not necessary to make interpretations. However, a final questionnaire was sent to all officers to provide everyone an opportunity to be heard.

Questionnaires were mailed to officers home addresses with a return deadline of July 15, 1988. Of the 1,855 questionnaires mailed, 700 or 38% were returned; of these 630 were completed properly and therefore analyzable. 75 or 4% were returned undelivered because of incorrect addresses. Responses obtained from the mailed questionnaire were analyzed in exactly the same manner of those obtained in the interview.



# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

### SECTION-III: RESULTS

#### *Phase 1 - SURVEY OF RANDOMLY SELECTED SAMPLE OF OFFICERS*

##### Data Analysis Plan

The goal of the analysis was to evaluate differences in responses due to sex or ethnicity of the responding officer. The survey consisted of 36 questions and three service-related items, for a total of 39 items on which differences were to be analyzed. Because differences among groups cannot be analyzed unambiguously when there are numerous, correlated items, a principal components analysis was used to reduce the data to a few uncorrelated supervariables.

Scores on the supervariables were then used in a 2 x 2 multivariate analysis of variance to look for differences among the four groups: each group was composed of 19 police officers randomly selected from among their sex/ethnicity group. This analysis combines all of the supervariables and determines whether there are (1) differences due to sex ignoring differences in ethnicity, (2) differences due to ethnicity ignoring differences in sex, or (3) differences due to the interaction between sex and ethnicity (whether the differences between male and female minority officers are the same as the differences between male and female non-minority officers.)

##### Principal Components Analysis

---

As part of preliminary analysis, the set of cases was analyzed for presence outliers. Outliers are cases whose pattern of scores is notably divergent from others in their group. As such, they have undue influence on the results of subsequent analyses. No such cases were found.

The principal components analysis yielded six stable, reliable components (supervariables). Loadings of items on the six components, communalities, and percents of variance and covariance are shown in Table 1. Loadings are correlations between items and components, and show relative importance



of an item for a component. The higher the loading, the more representative the component is of that item. Items which appear on the same component are correlated with each other. Communalities show how much of the information in the original item is carried over into the set of six components. Percents of variance and covariance show the relative power of the components; for example, one third of the strength of six components taken as a whole is in the first component (percent of covariance = 32.47)

Table 1. COMPONENT LOADINGS, COMMUNALITIES ( $h^2$ ), PERCENTS OF VARIANCE AND COVARIANCE FOR SIX-FACTOR PRINCIPAL COMPONENTS EXTRACTION AND VARIMAC ROTATION - Phase 1

Item	Component						$h^2$
	$C_1$	$C_2$	$C_3$	$C_4$	$C_5$	$C_6$	
5	.73	.00	.00	.00	.00	.00	.60
31	.71	.00	.00	.00	.00	.00	.53
32	.69	.00	.00	.00	.00	.00	.56
4	.66	.00	.00	.00	.00	.00	.50
24		.00	.00	.00	.00	.00	.50
6	.64	.00	.00	.00	.00	.00	.44
2	-.62	.00	.00	.00	.00	.00	.66
30	.53	.00	.00	.00	.00	.00	.56
33	.53	.00	.00	.00	.00	.00	.45
9	-.51	.00	.00	.00	.00	.00	.39
17	.50	.00	.00	.00	.00	.00	.45
22	.48	.00	.00	.00	.00	.00	.29
25	.47	.00	.00	.00	.00	.00	.40
14	-.47	.00	.00	.00	.00	.00	.39
15	.00	.63	.00	.00	.00	.00	.48
21	.00	-.57		.00	.00	.00	.38
8	.00	.51	.00	.00	.00	.00	.36
20	.00	.00	.69	.00	.00	.00	.56
19	.00	.00	.67	.00	.00	.00	.67
RANK	.00	.00	-.62	.00	.00	.00	.55
35	.00	.00	.00	.66	.00	.00	.54
34	.00	.00	.00	-.64	.00	.00	.57
12	.00	.00	.00	.62	.00	.00	.43
18	.00	.00	.00	-.58	.00	.00	.42
YRSSERV <sup>a</sup>	.00	.00	.00	.00	.74	.00	.67
YRSRANK <sup>b</sup>	.00	.00	.00	.00	.68	.00	.62
13	.00	.00	.00	.00	-.60	.00	.37
36	.00	.00	.00	.00	.00	.79	.66
27	.00	.00	.00	.00	.00	-.51	.59
26	.00	.00	.00	.00	.00	.49	.52
Percent of variance	15.48	7.28	6.77	6.68	6.37	5.10	47.68
Percent of covariance	32.47	15.27	14.20	14.01	13.36	10.70	

<sup>a</sup> Years in service

<sup>b</sup> Years in rank

Note: The following items had loadings under .46 on all components: 1, 3, 7, 10, 11, 16, 23, 28, 29.





In Table 1, items have been ordered and grouped by size of loading. Loadings under .46 have been replaced by zeros (to show that an item is not of major importance to that component). Table 2 shows item fully identified and listed in descending order by component loading for each component.

Table 1. ORDER (BY SIZE OF LOADINGS) IN WHICH VARIABLES CONTRIBUTE TO COMPONENTS — Phase 1

---

Component 1 (Significant differences due to sex and ethnicity.)

- 5. I have been made to feel unwelcome or as an outsider at my job.
- 31. There is pressure not to be too friendly with peers of different ethnicity.
- 32. Men who accept women as equals can expect to be harassed about it.
- 4. I have wanted to file a discrimination complaint, but did not for fear of retaliation or other reasons.
- 24. Minorities and women are disciplined more severely for the same offense than white males.
- 6. I have felt I had to go along with something I disagreed with to gain acceptance or avoid retaliation.
- 2. My supervisor is fair in making work assignments without regard to race or sex. (*Negative loading*)
- 30. Minorities are more frequently questioned about their decisions and must justify and give detail regarding chosen actions.
- 33. Women of equal or higher ability than male peers are more subject to sexual harassment.
- 9. Violations of sexual harassment policies are treated with the same seriousness as violations of other department policies. (*Negative loading*)
- 17. Management sets the tone for the department and they're not really committed to hiring women and minorities. The push has to come from other sources.
- 22. The police department is a success at hiring women and minorities and a failure at supporting them.
- 25. The work of women officers is scrutinized more careful than that of men.
- 14. Most of the officers in the department just want to do a good job and aren't concerned about a coworkers race or sex. (*Negative loading*)

Component 2

- 15. If it hadn't been for the consent decree, this would still be a predominantly white male police department.
- 21. Supervisors are more lenient in evaluating women and minorities than they are with white males. (*Negative loading*)
- 8. Sexual harassment usually comes from coworkers and the supervisors really have no knowledge of it.

Component 3

- 20. I am comfortable being backed up by a minority officer.
- 19. I am comfortable being backed by a woman officer.
- D3. Rank (*Negative loading*)

Component 4

- 35. It is not good for female officers to supervise male officers.
- 34. Exposure to competent women and minorities have convinced me that the ability to do a job is unrelated to race or sex. (*Negative loading*)
- 12. Women have got to expect a certain amount of sexual come-on, after all men will be men.
- 18. Minorities are capable of command in this department. (*Negative loading*)



#### Component 5

- D5 Total length of service.
- D4 Years in current rank.
- 13 I am aware of instances where hiring and/or promotions were made without regard for merit. (*Negative loading*)

#### Component 6

- 36. The general department attitude towards women police officers is neither supportive nor nonsupportive.
- 27. Whites are afraid of losing jobs to women and minorities.
- 26. Relationships between minorities and non-minorities are generally good. (*Negative loading*)

#### Multivariate Analysis of Variance (MANOVA)

A 2 x 2 MANOVA was run on the set of six component scores taken as a composite. Statistically significant differences were found due to sex,  $F(6, 67) = 5.64$ ,  $p = .0001$ , and ethnicity,  $F(6, 67) = 4.84$ ,  $p = .0004$ , but not the interaction between sex and ethnicity,  $F(6, 67) = 0.83$ ,  $p = .5505$ . That is, there were reliable difference between men and women, and between minorities and non-minorities. Differences between men and women were similar whether or not they were minority members—differences between minority and non-minority officers were similar whether they were men or women.

Univariate analyses of variance were used to evaluate which of the six components contributed to the composite effect. Table 3 shows the results of these analyses.





Table 3. UNVARIATE ANALYSES OF VARIANCE OF COMPONENT SCORES — Phase I

Source	Component	SS	df	MS	F
Sex	1	24.63	1	24.63	24.63*
	2	4.45	1	4.45	4.45
	3	0.80	1	0.80	0.80
	4	4.61	1	4.61	4.61
	5	1.66	1	1.66	1.66
Ethnicity	1	21.43	1	21.43	21.43*
	2	2.38	1	2.38	2.38
	3	0.01	1	0.01	0.01
	4	1.54	1	1.54	1.54
	5	5.58	1	5.58	5.58
	6	0.25	1	0.25	0.25
Interaction	1	0.00	1	0.00	0.00
	2	2.30	1	2.30	2.30
	3	2.03	1	2.03	2.03
	4	0.38	1	0.38	0.38
	5	0.07	1	0.07	0.07
	6	0.58	1	0.58	0.58
Error	All	77.00	72	1.00	

\* p .0083

Only the scores on the first component showed statistically significant differences between men and women and between minorities and non-minorities. That is, the differences between groups could be accounted for by items making up the first component—groups did not show differences on the remaining five components.

Table 4 shows means on the original items for groups based on sex and ethnicity to aid in interpreting the source of group differences. Also shown are univariate F ratios and probabilities associated with sex and ethnicity differences. Because the original items are numerous and correlated, F ratios and probabilities cannot be interpreted as statistical tests, but can be used to show which items would have been most likely to produce group differences if presented in isolation. Finally, Table 4 also shows the component, if any, toward which the item contributed.



Table 4. MEAN DIFFERENCES, F RATIOS, AND PROBABILITY LEVELS - Phase 1

Item	Sex				Ethnicity			
	Women	Men	F <sup>a</sup>	p <sup>b</sup>	Non-minority	Minority	F <sup>a</sup>	p <sup>a</sup>
Component 1								
5	4.42	5.87	9.56	.0031	5.61	4.68	3.87	.0540
31	5.55	6.08	2.23	.1415	6.32	5.32	8.06	.0065
32	4.13	5.55	12.57	.0007	5.16	4.53	2.48	.1197
4	4.42	5.50	4.60	.0357	5.11	4.82	0.33	.5671
24	4.13	5.37	12.22	.0009	6.05	3.45	54.22	.0000
6	4.08	5.21	6.08	.0161	5.16	4.13	5.00	.0258
2	2.66	1.95	3.47	.0678	1.66	2.95	11.43	.0013
30	4.16	5.40	10.28	.0022	5.53	4.03	15.12	.0003
33	4.00	5.34	13.40	.0005	5.29	4.05	11.38	.0013
9	4.50	2.95	12.83	.0006	3.29	4.16	4.01	.0490
17	2.34	3.76	12.44	.0008	3.53	2.58	5.53	.0216
22	3.55	5.05	13.66	.0004	4.74	3.87	4.58	.0361
25	2.55	4.87	36.90	.0000	4.37	3.05	11.91	.0010
14	3.45	2.24	11.72	.0012	2.13	3.55	16.15	.0002
Component 2								
15	1.97	3.47	13.92	.0004	3.16	2.29	4.66	.0343
21	5.47	5.00	1.71	.1947	4.95	5.53	2.56	.1140
8	4.50	4.32	0.19	.6637	4.32	4.50	0.19	.6637
Component 3								
20	1.32	1.66	2.07	.1557	1.40	1.58	0.60	.4419
19	1.37	2.76	21.32	.0000	2.32	1.82	2.74	.1039
Rank	1.13	1.60	4.93	.0335	1.50	1.24	1.52	.2257
Component 4								
35	6.84	6.24	5.29	.0270	6.66	6.42	0.81	.3738
34	1.08	1.63	6.91	.0153	1.53	1.18	2.65	.1178
12	5.60	5.40	0.25	.6194	5.08	5.92	3.99	.0502
18	1.16	1.42	2.68	.1098	1.37	1.21	0.96	.3322
Component 5								
Years in Service	8.71	13.45	13.27	.0006	12.53	9.63	4.95	.0305
Yrs. in cur. Rank	8.13	9.32	0.98	.3269	9.16	8.29	0.53	.4712
13	2.37	2.29	0.04	.8376	1.87	2.79	5.76	.0191



Component 6

36	3.60	4.13	1.51	.2235	4.13	3.60	1.51	.2235
27	1.90	2.95	8.57	.0046	2.40	2.45	0.02	.8841
26	3.10	2.32	6.46	.0136	2.58	2.84	0.72	.4002

No component

1	4.47	3.55	3.91	.0518	3.37	4.66	7.67	.0072
3	4.05	4.87	4.19	.0445	4.92	4.00	5.35	.0239
7	3.08	4.50	10.30	.0020	4.16	3.42	2.77	.1007
10	4.74	3.63	5.86	.0181	3.79	4.58	2.99	.0882
11	1.60	1.82	0.47	.4943	1.79	1.63	0.27	.6079
16	3.90	3.13	2.56	.1145	3.37	3.66	0.37	.4562
23	4.90	5.63	2.83	.0972	5.42	5.10	0.52	.4736
28	4.55	4.34	0.22	.6440	4.10	4.79	2.28	.1360
29	3.37	4.32	5.08	.0272	4.34	3.34	5.67	.0200

<sup>a</sup>df=1,72 without Brown-Forsythe correction.

<sup>b</sup> Significance level with Brown-Forsythe correction that would have been achieved in univariate context.





## Discussion of Phase 1 Results

Differences between men and women and between minority and nonminority police officers are notable on a cluster of items. These items grouped together in a single principal component (super-variable), indicating that the 14 items loading on that component were intercorrelated—officers tended to answer in the same general fashion to all of these 14 items. (Answers to items with negative loadings tended to be in the opposite direction from those with positive loadings). Failure to find outliers suggests that the results are not being biased by a few officers whose responses are very different from their peers.

The items most highly associated with sex and ethnicity differences can be found in Table 4. Those items with the highest F ratios (and lowest probability levels) are the ones that most clearly distinguished between groups. These are the items with the largest mean group differences. For example, the largest difference between men and women is found on question number 25: "The work of women officers is scrutinized more carefully than that of men". With a mean of 2.55, women agreed with this item while men, with a mean of 4.87, tended to disagree. For ethnicity, the largest difference appeared on question number 24: "Minorities and women are disciplined more severely for the same offense than white males". Nonminority officers rather strongly disagreed with this item, with a mean of 6.30 while minority officers showed a slight tendency toward agreement, with a mean of 3.45.

## *Phase 2: ABBREVIATED QUESTIONNAIRE SENT TO ALL OFFICERS*

The goal of this second analysis also was to evaluate differences in responses due to sex or ethnicity of respondent or the interaction between sex and ethnicity. This survey consisted of 15 questions and three service-related items, for a total of 18 items on which differences were to be analyzed. These items were a subset of those analyzed in the Phase 1 survey of a randomly selected sample of officers; they were the items loading on the first component (one of which was divided into two items) plus the demographic items.

Preliminary principal components analysis confirmed that the 18 items were highly intercorrelated, as expected from the initial survey. The questionnaire scores were used in a 2 x 2 multivariate analysis



of variance to verify the results of the initial sample.

Six hundred thirty usable questionnaires were returned by the officers, representing a return rate of about 34%. Chi square analysis showed a significant relationship between type of respondent (in terms of sex and ethnicity) and likelihood of returning the questionnaire,  $\chi^2(3, N = 1855) = 21.62$ ,  $p < .001$ . Figure 2 shows return rates for the four groups. Half the nonminority women and 46% of the minority women returned their questionnaires. among men, 35% of the minorities and 31% of the nonminorities responded.





## Response rates for four groups

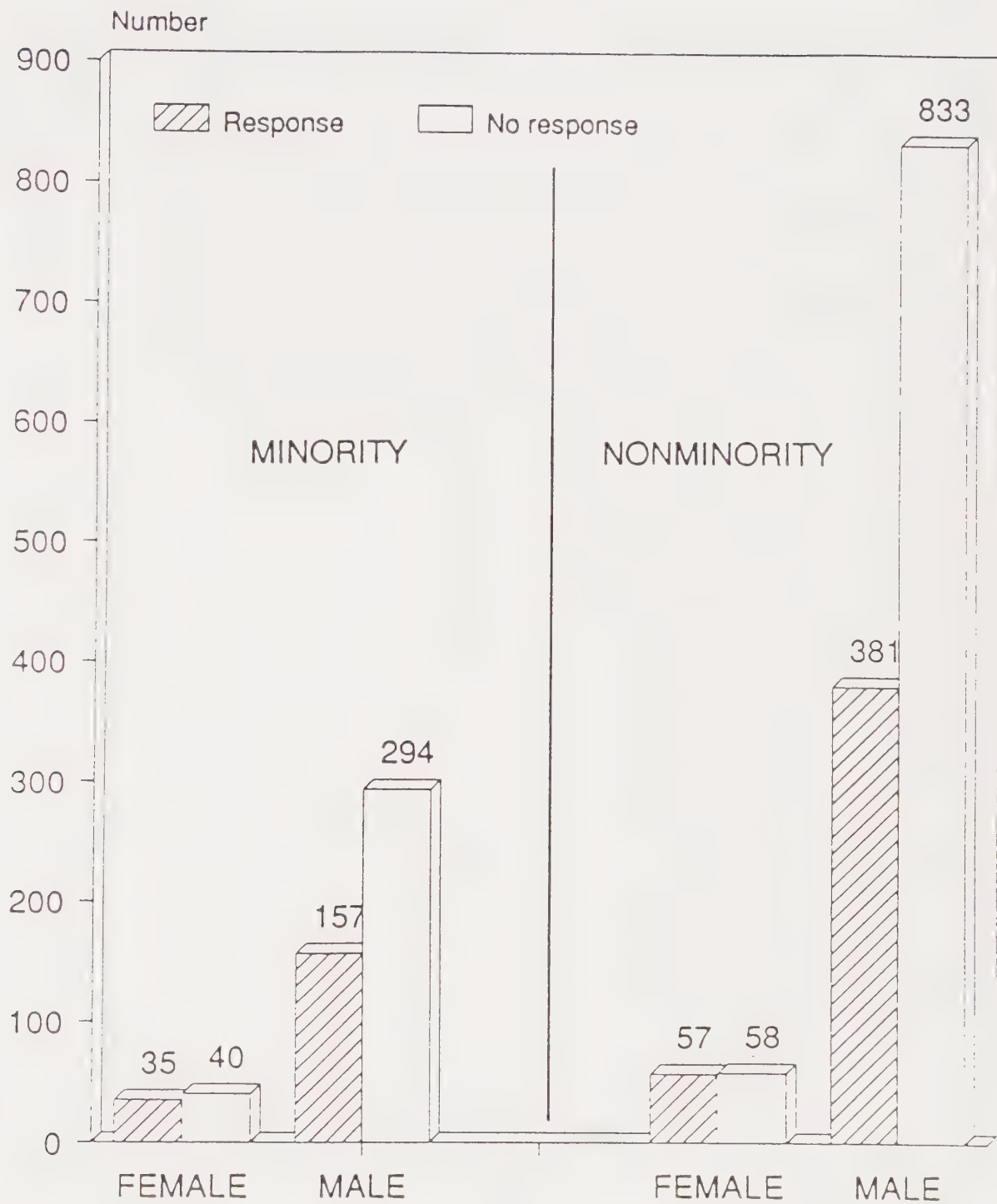


Figure 2  
(Phase 2)



A 2 x 2 MANOVA was run on the 18 questionnaire scores. independent variables again were sex and ethnicity (minority and nonminority). Significant differences were found as a function of sex,  $F(18, 605) = 6.90$ ,  $p = .0001$ , and ethnicity,  $F(18, 605) = 3.58$ ,  $p = .0001$ , but not their interaction,  $F(18, 605) = 0.83$ ,  $p = .6606$ . These findings are highly consistent with those of the preliminary survey, with strong differences between men and women and between minorities and nonminorities. Differences between men and women did not depend on ethnicity status—differences between minority and non-minority officers did not depend on sex. Omitted from this analysis were the scores of the four non-minority male officers who failed to complete all items in the questionnaire.

Univariate analyses of variance were used to investigate effects of sex and ethnicity on the 18 individual items. Figures 3 through 20 show the results of these analyses.



## Rank

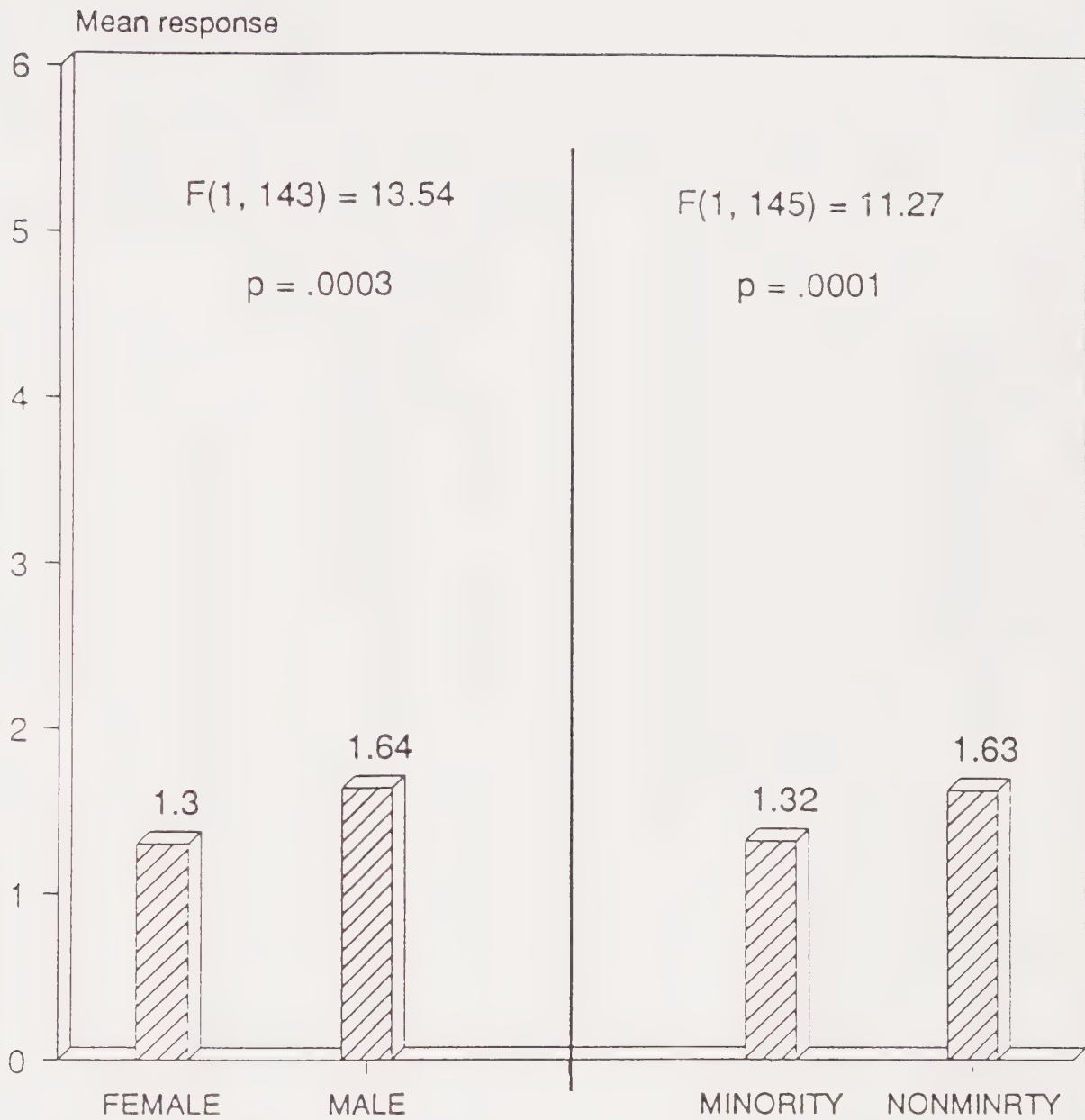


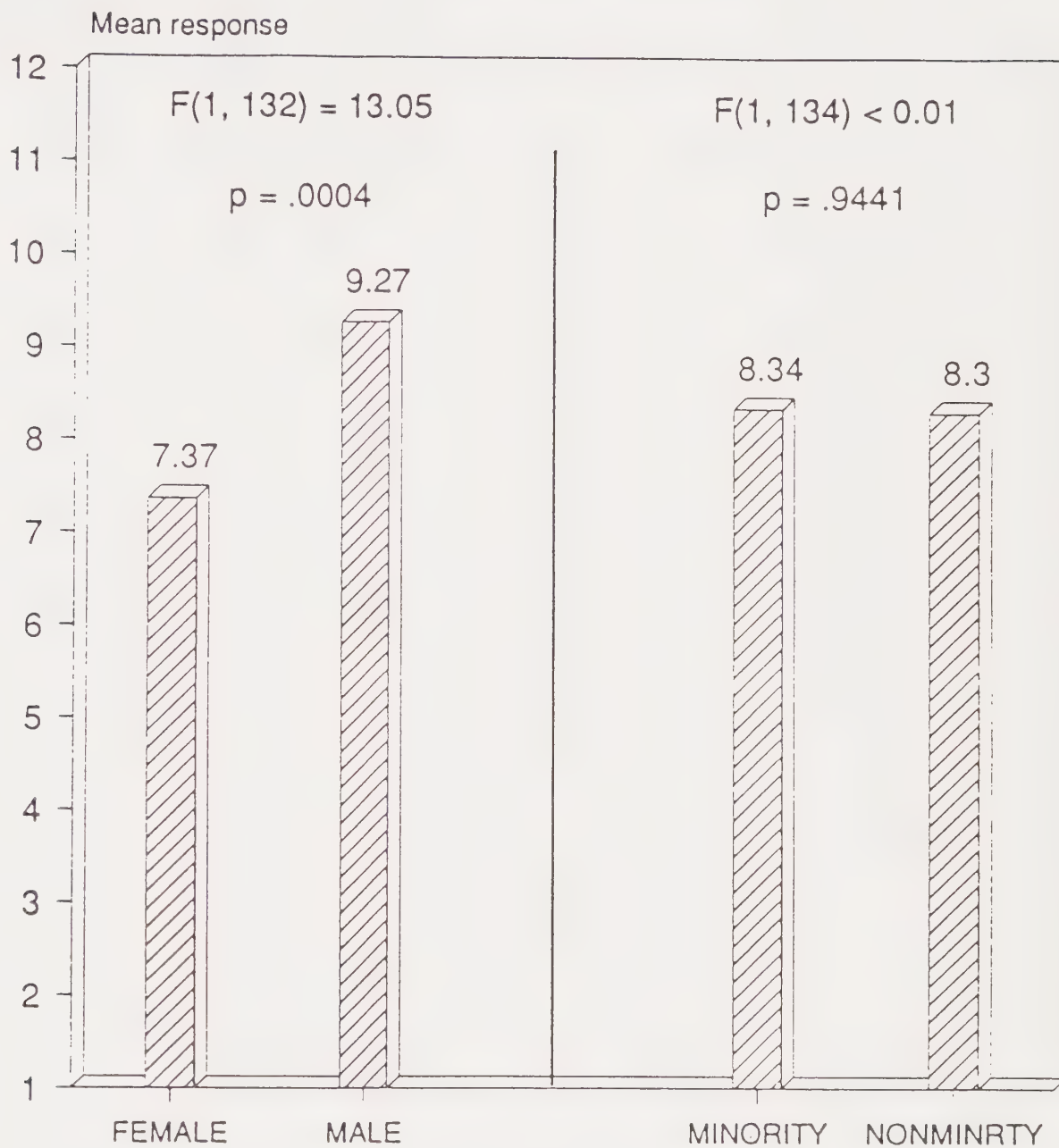
Figure 3  
(Phase 2)

1=Officer, 2=Inspector, 3=Sergeant,  
4=Lt., 5=Cmdr., 6=Captain





## Number of years in current rank.





## Total length of service with SFPD

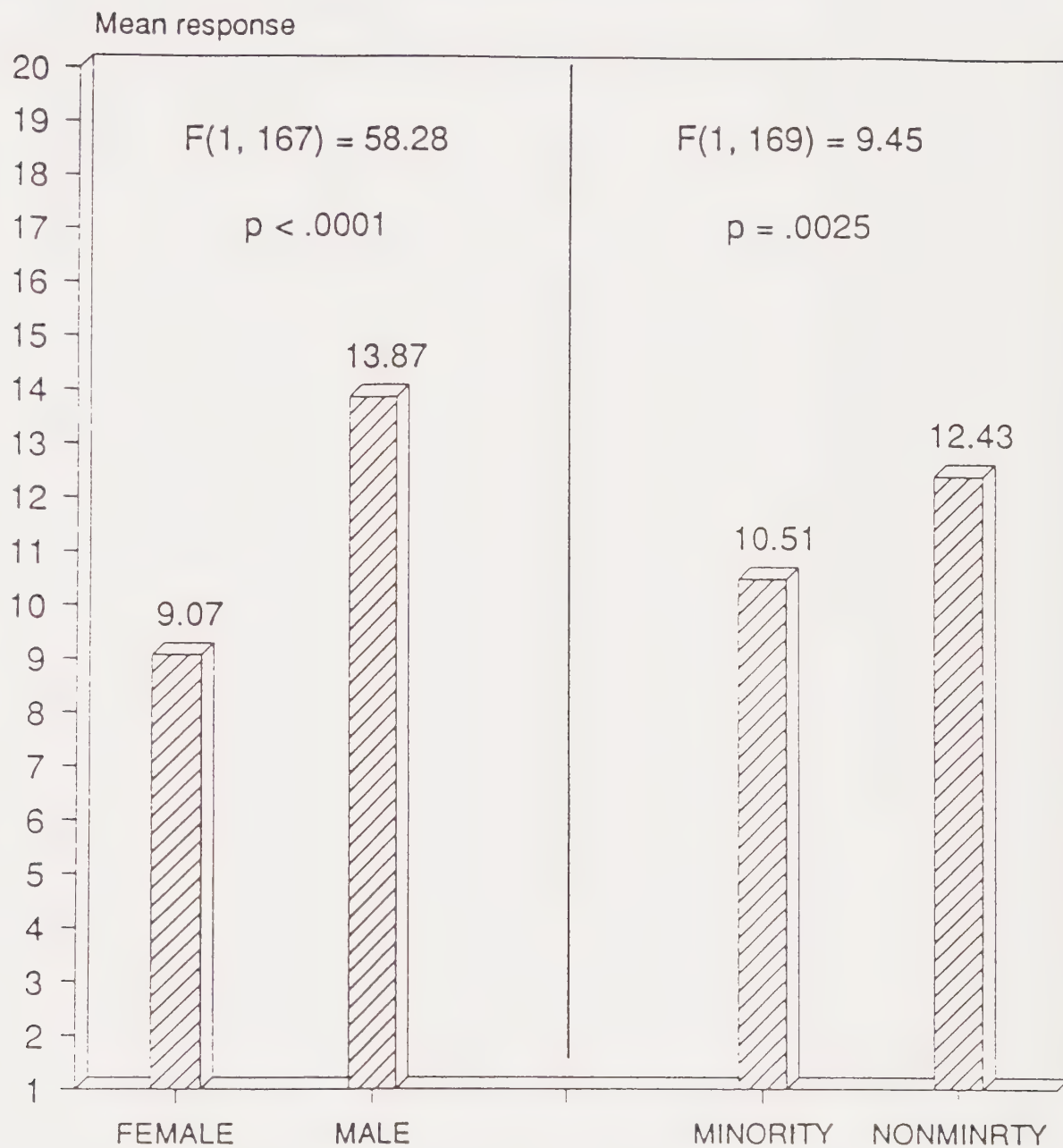
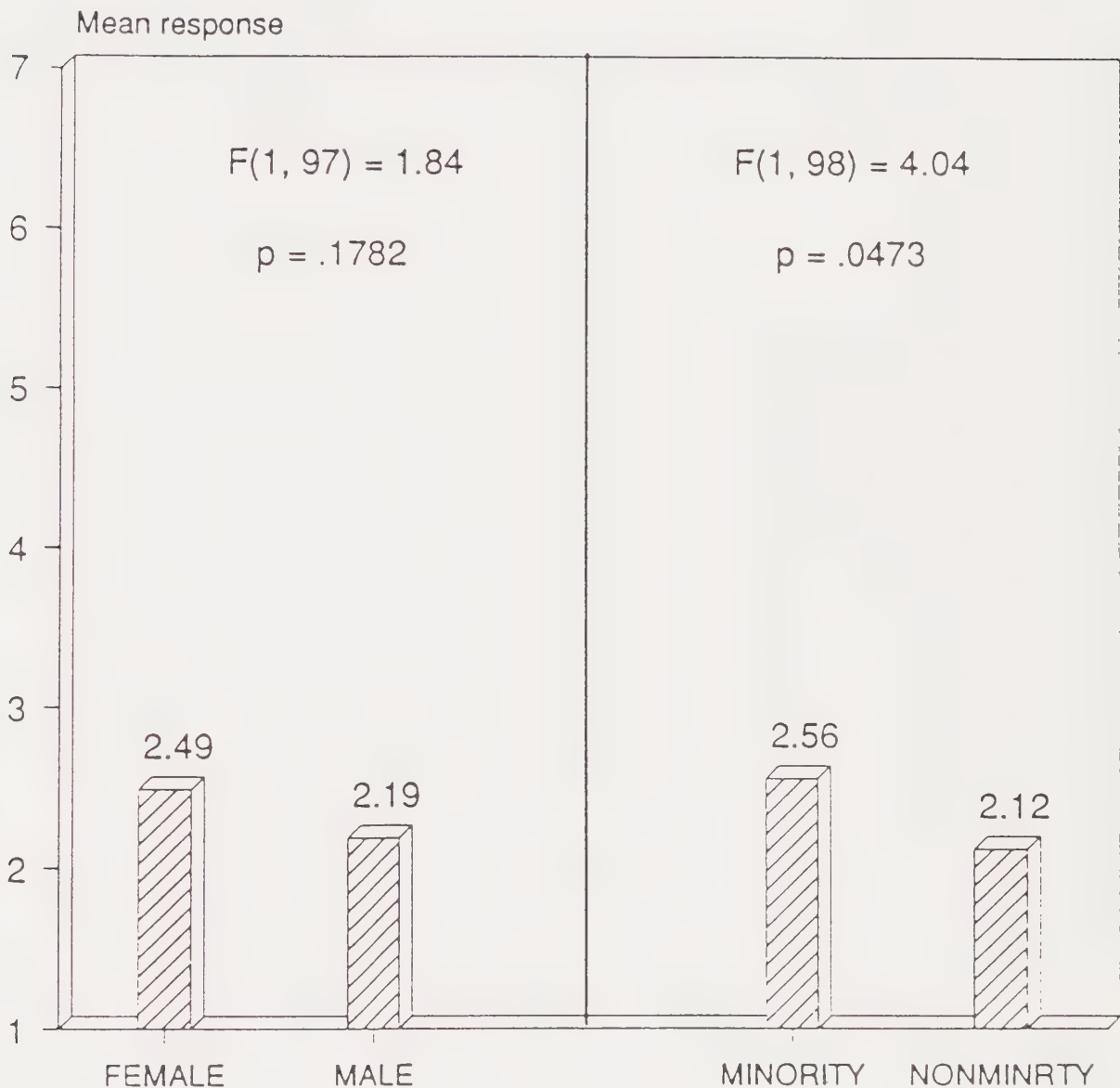


Figure 5  
(Phase 2)



"My supervisor is fair in making work assignments without regard to race or sex."



1=Strongly Agree, 7=Strongly Disagree





"I have wanted to file a discrimination complaint, but did not for fear of retaliation or other reasons."

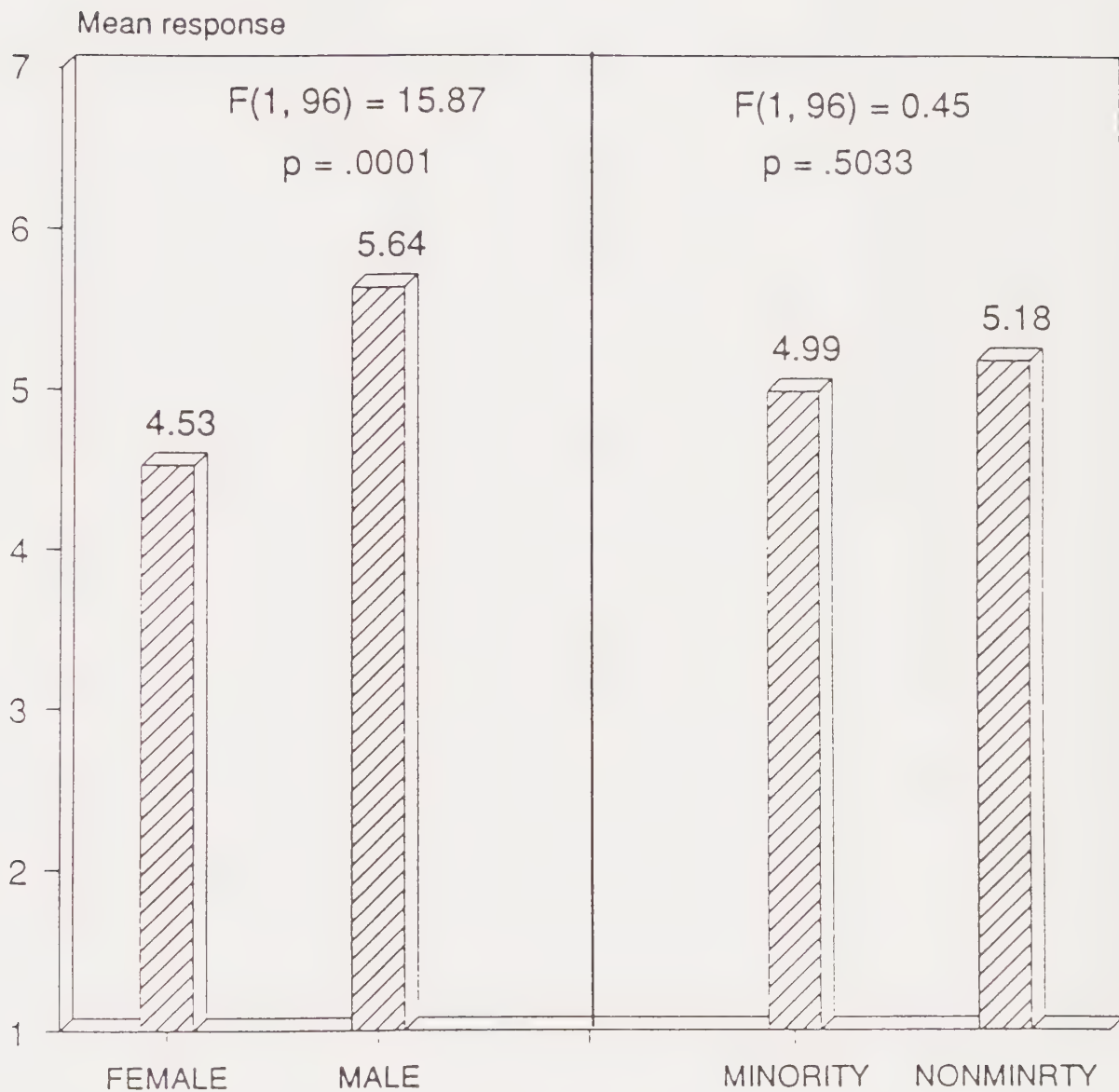


Figure 7  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"I have been made to feel unwelcome or  
as an outsider at my job."

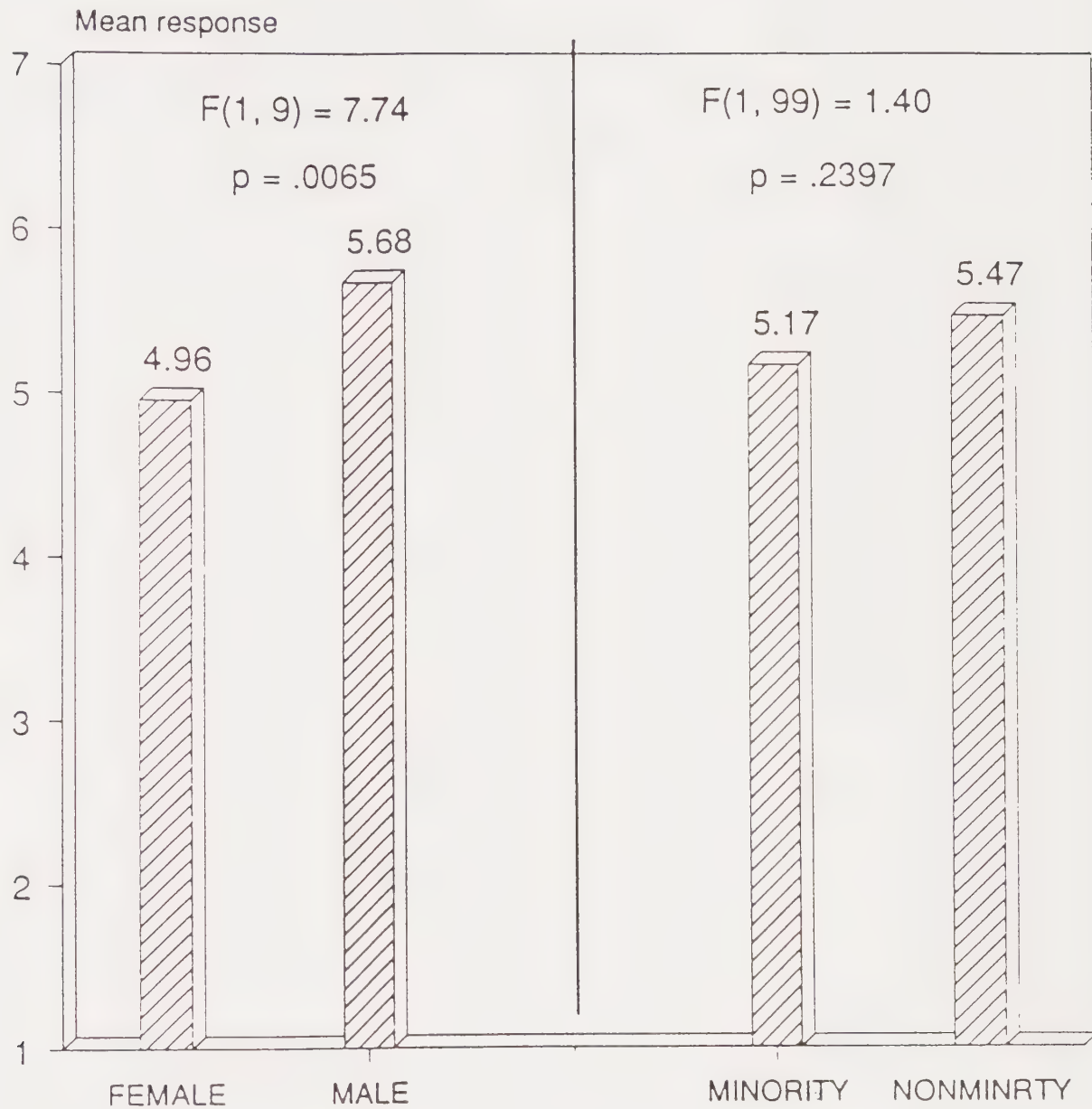


Figure 8  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"I have felt I had to go along with something I disagreed with to gain acceptance or avoid retaliation."

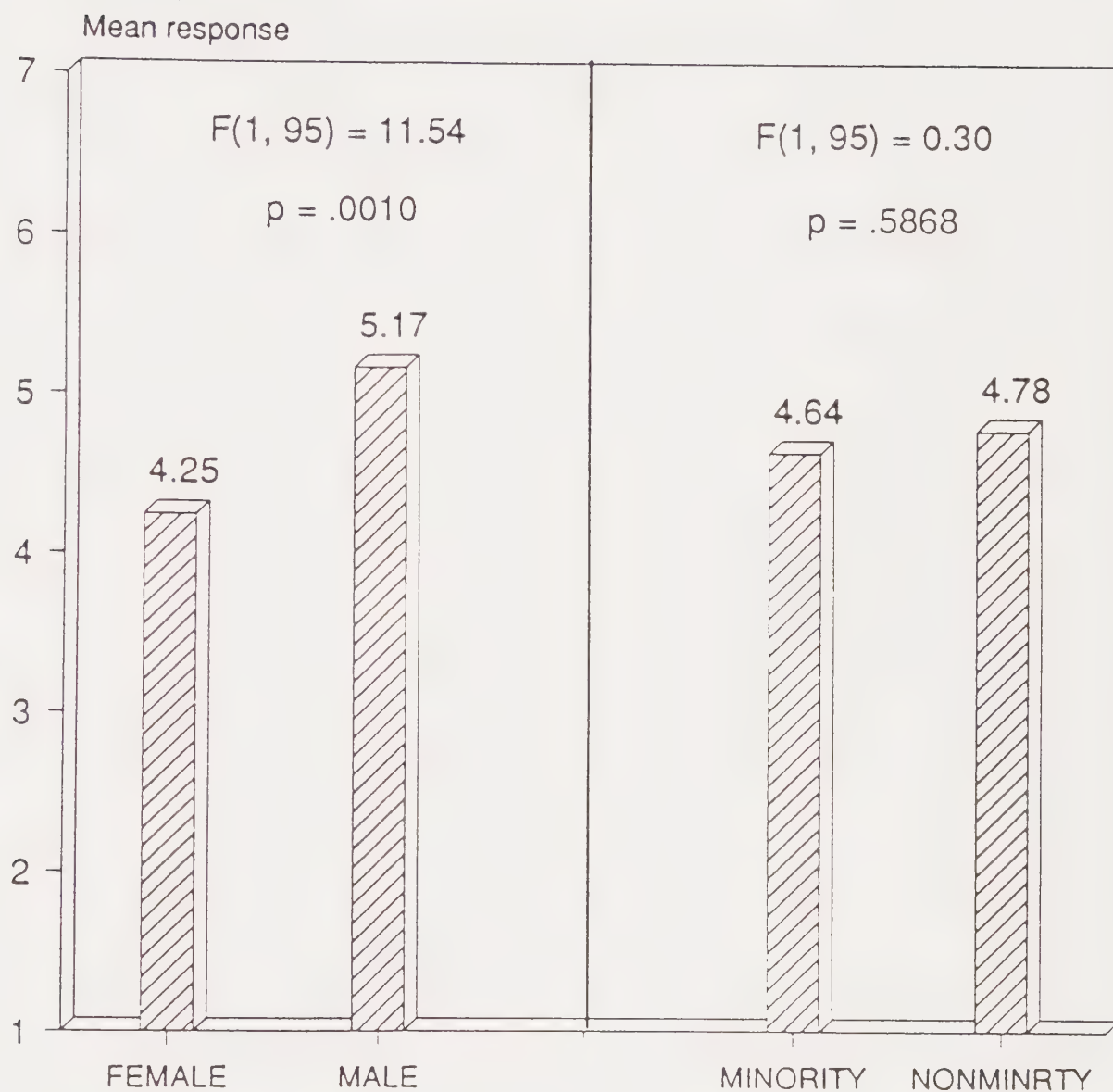


Figure 9  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree





"Violations of sexual harassment policies are treated with the same seriousness as violations of other .. policies"

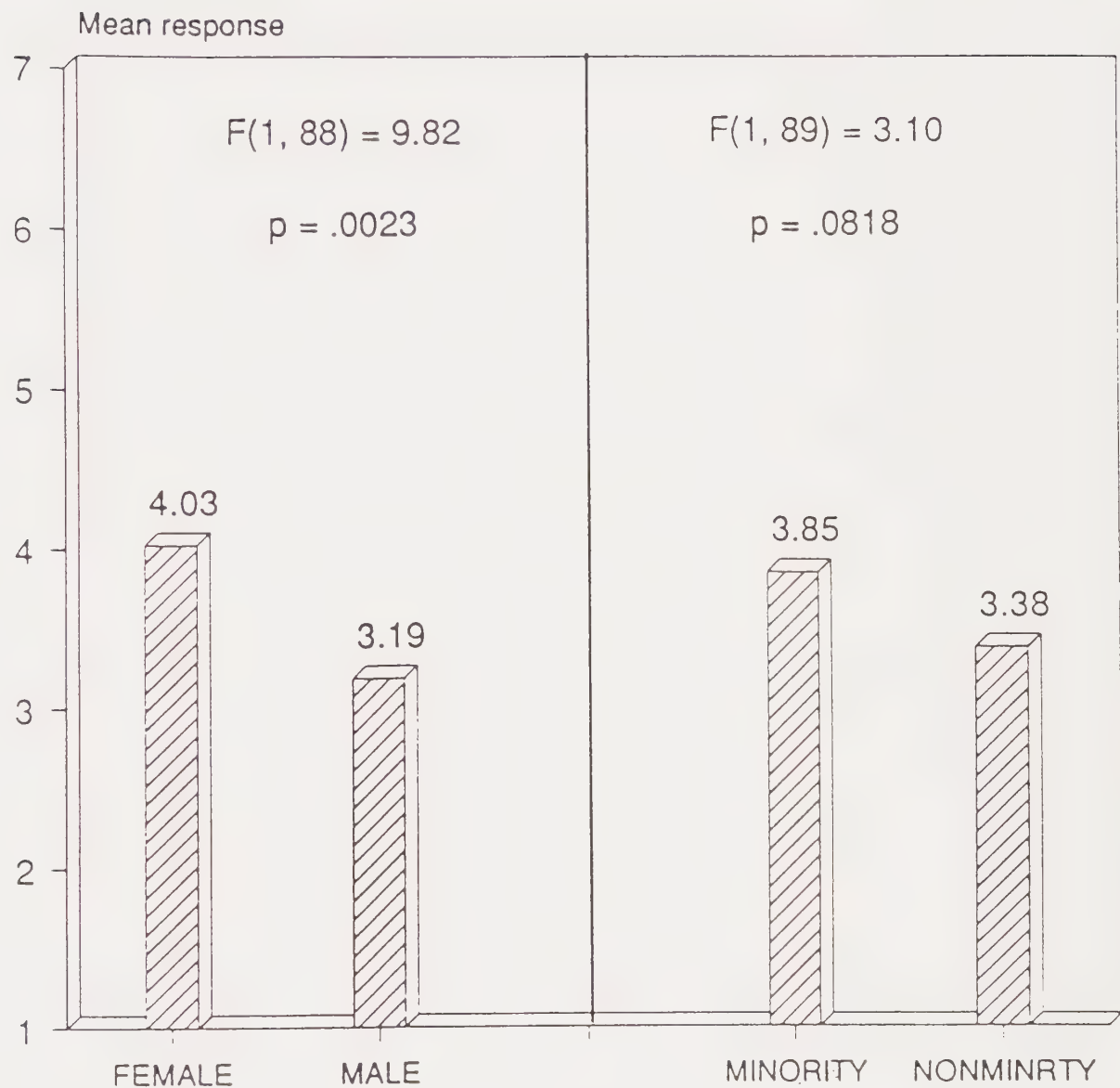


Figure 10  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"Most of the officers in the dept. just want to do a good job and aren't concerned about a coworker's race or sex."

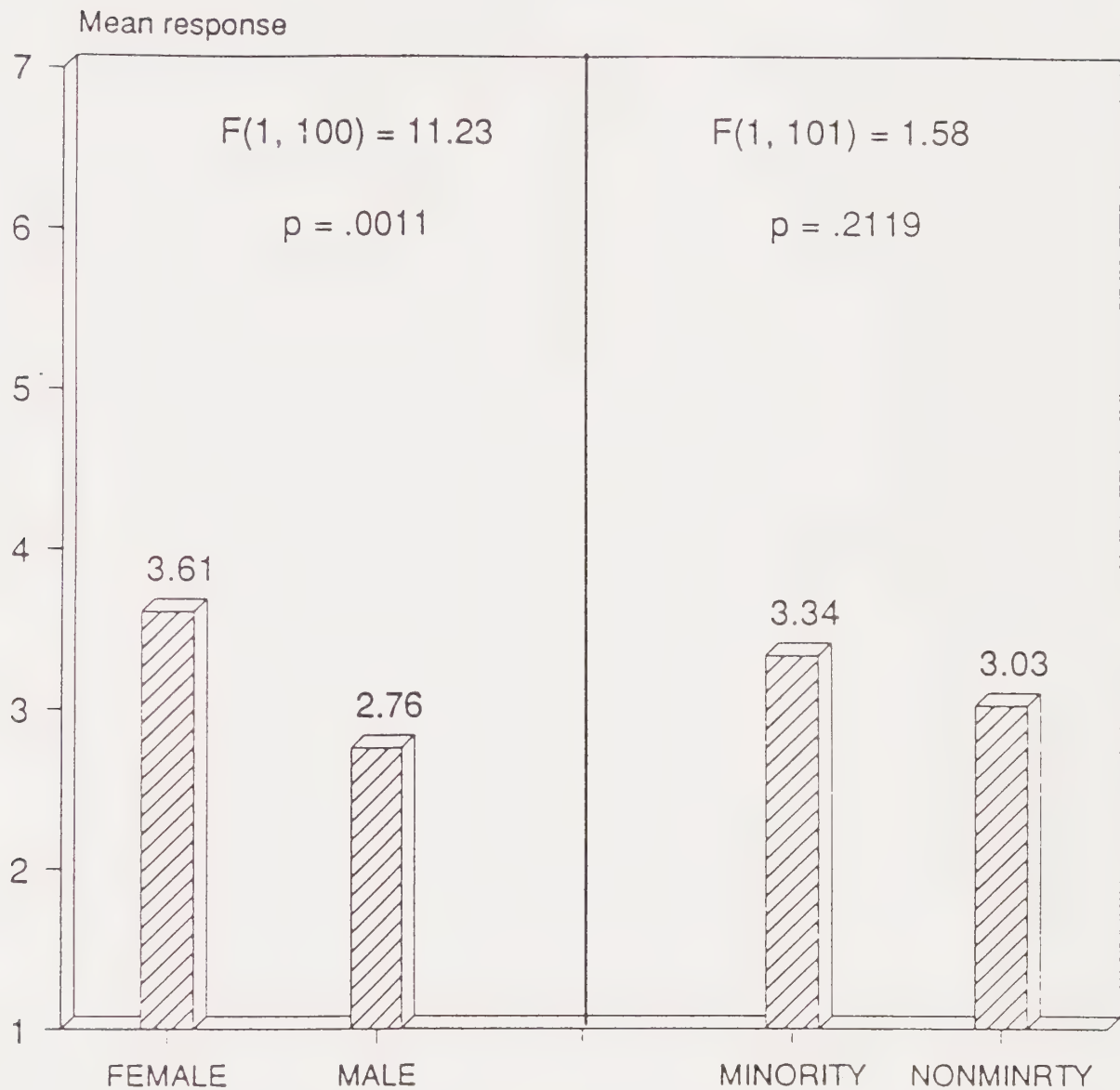
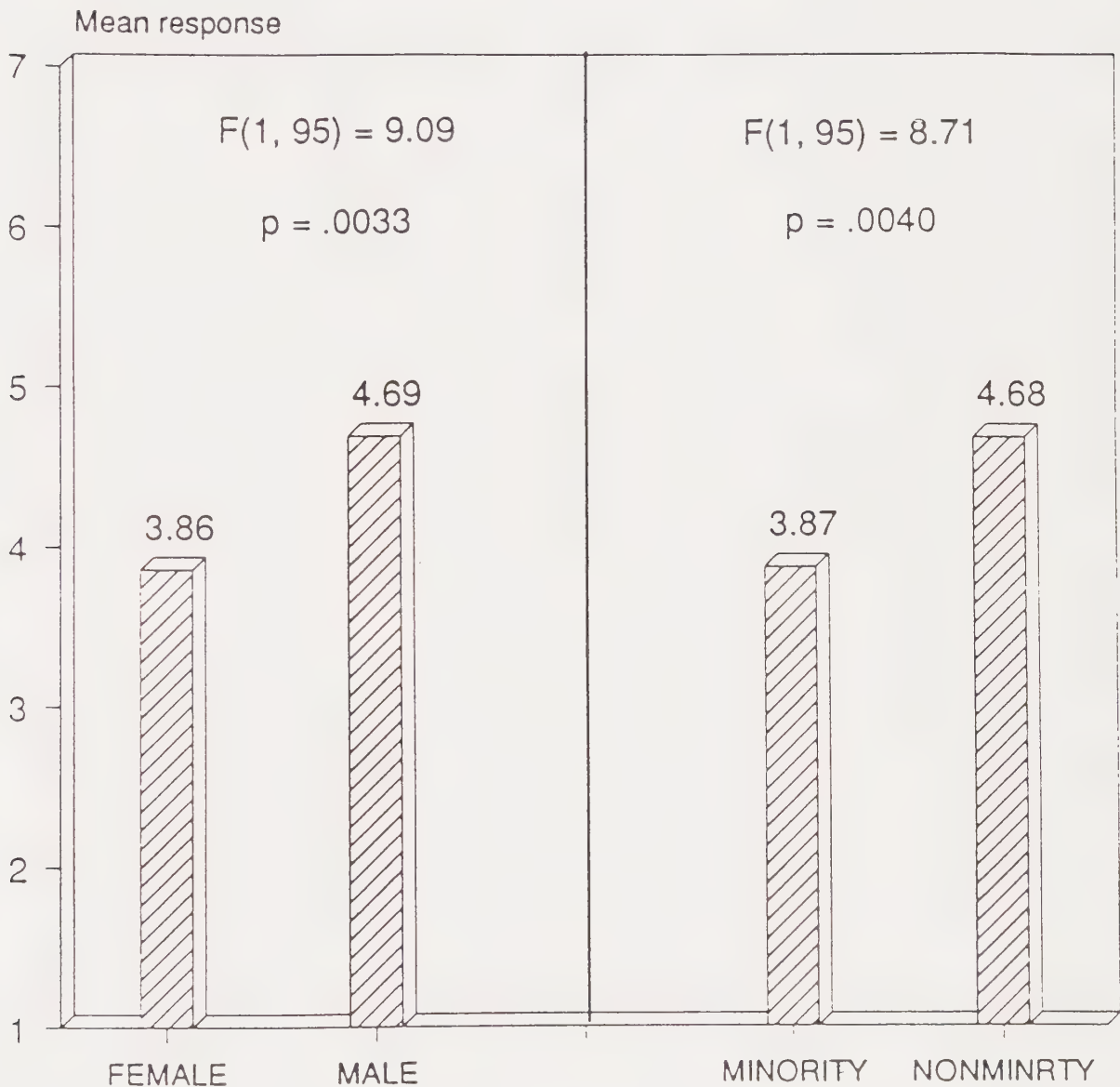


Figure 11  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"Management sets the tone for the dept.  
and they're not really committed to  
hiring women and minorities..."



1=Strongly Agree, 7=Strongly Disagree





"The police department is a success at hiring women and minorities."

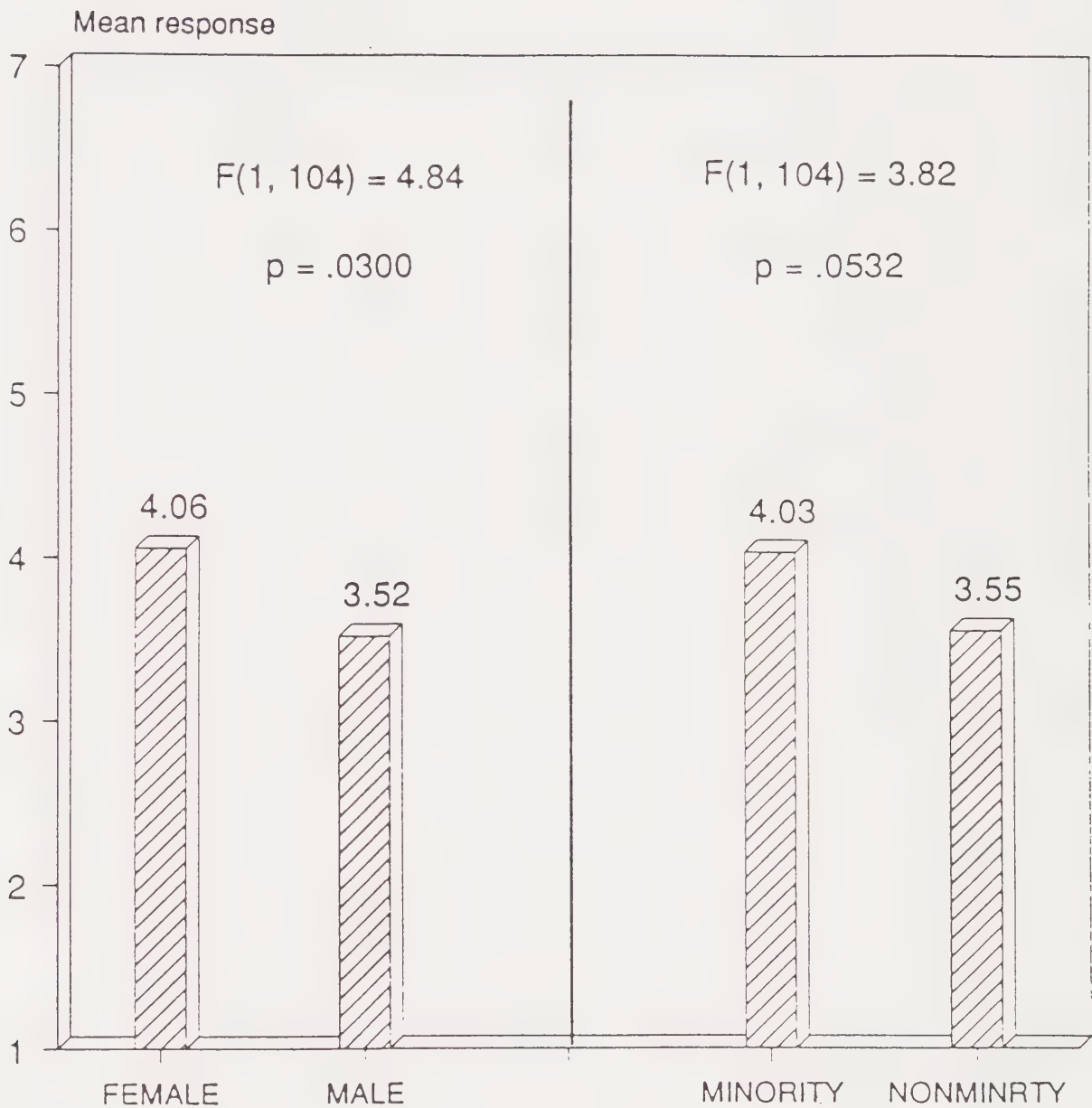


Figure 13  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"Minorities and women are disciplined more severely for the same offense than white males."

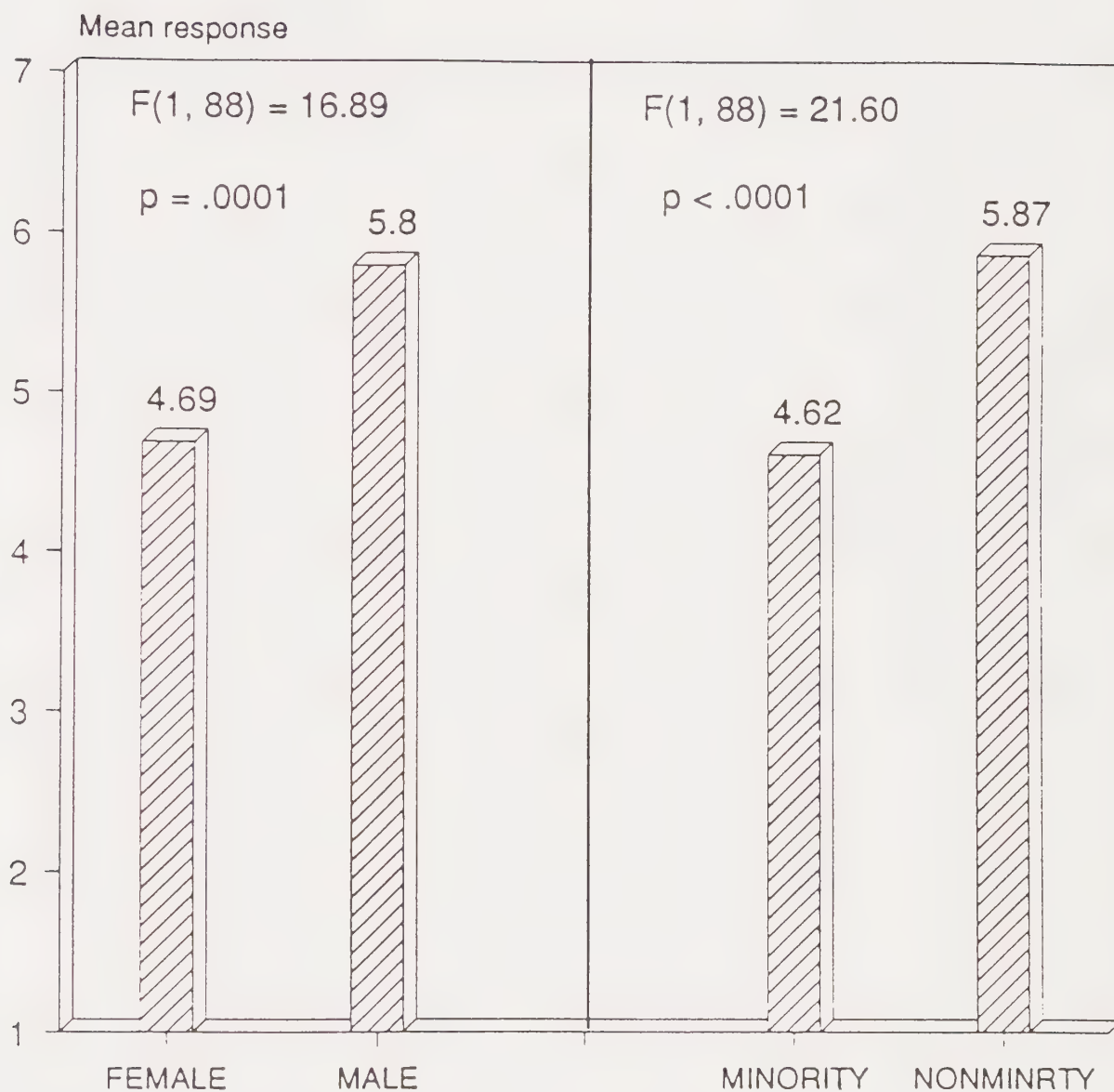


Figure 14  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"The work of women officers is  
scrutinized more carefully than  
that of men."

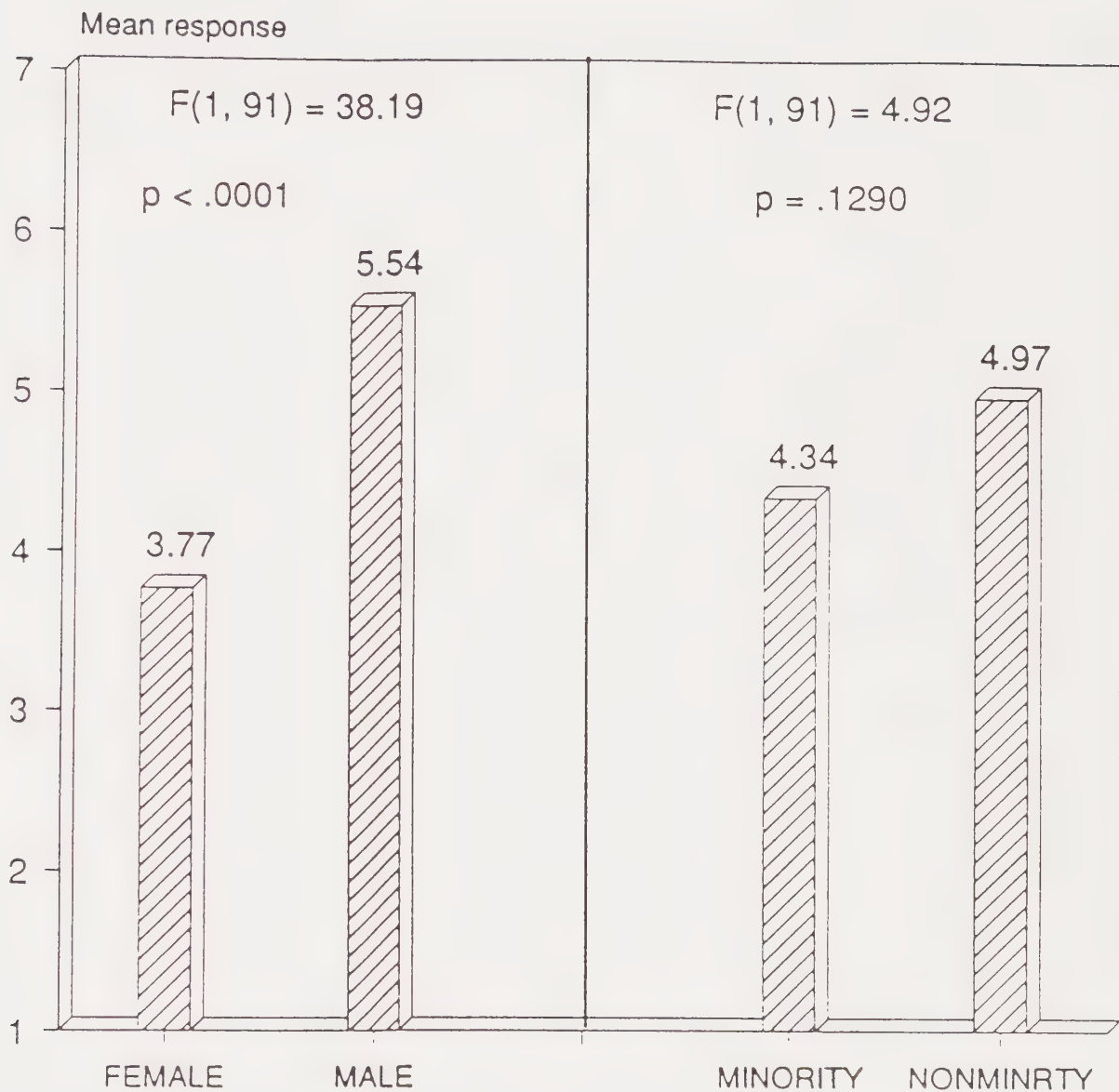


Figure 15  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree





"Minorities are more frequently questioned about their decisions and must justify and give detail ... actions."

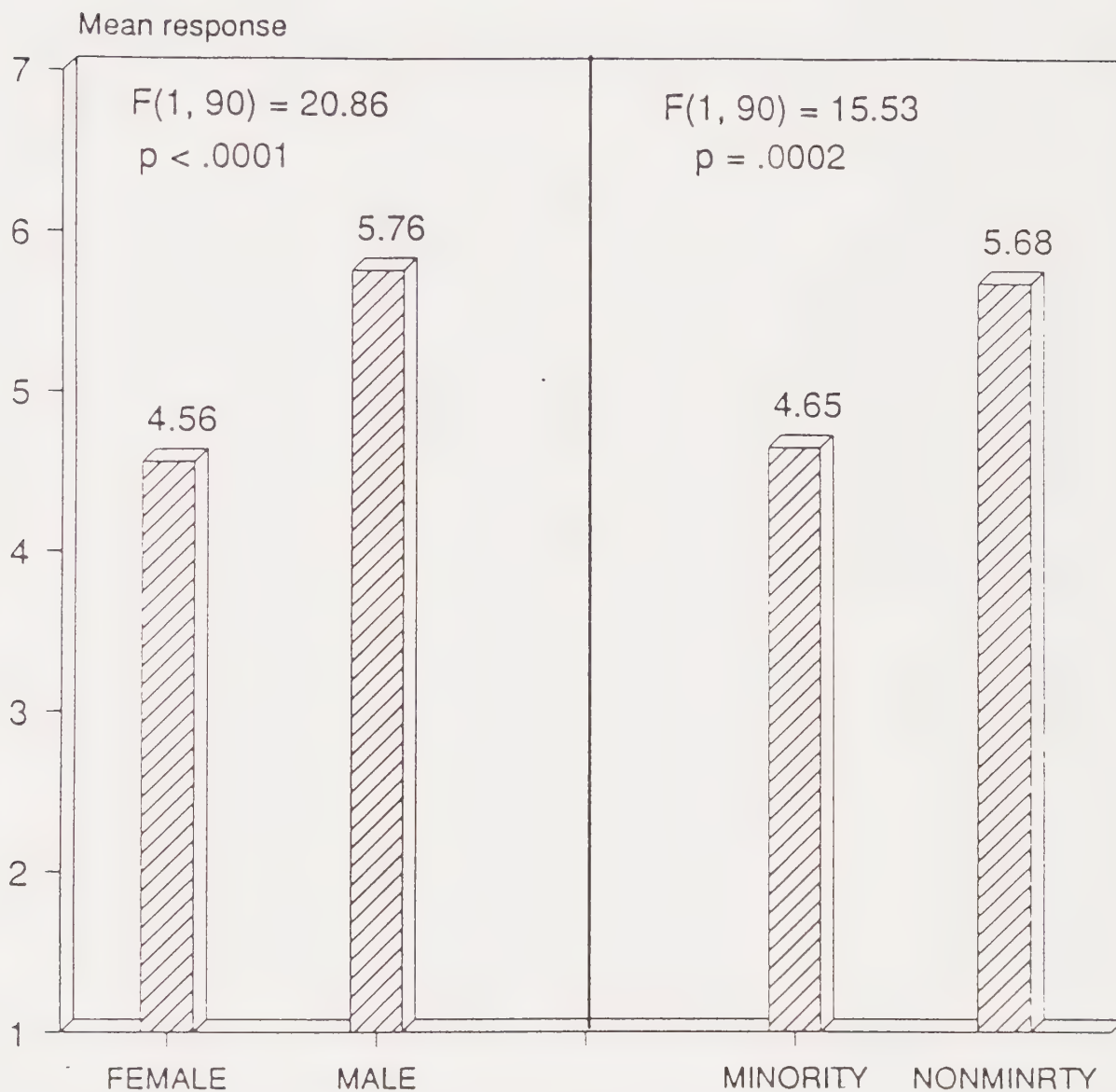


Figure 16  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"There is pressure to not be too friendly with peers of different ethnicity."

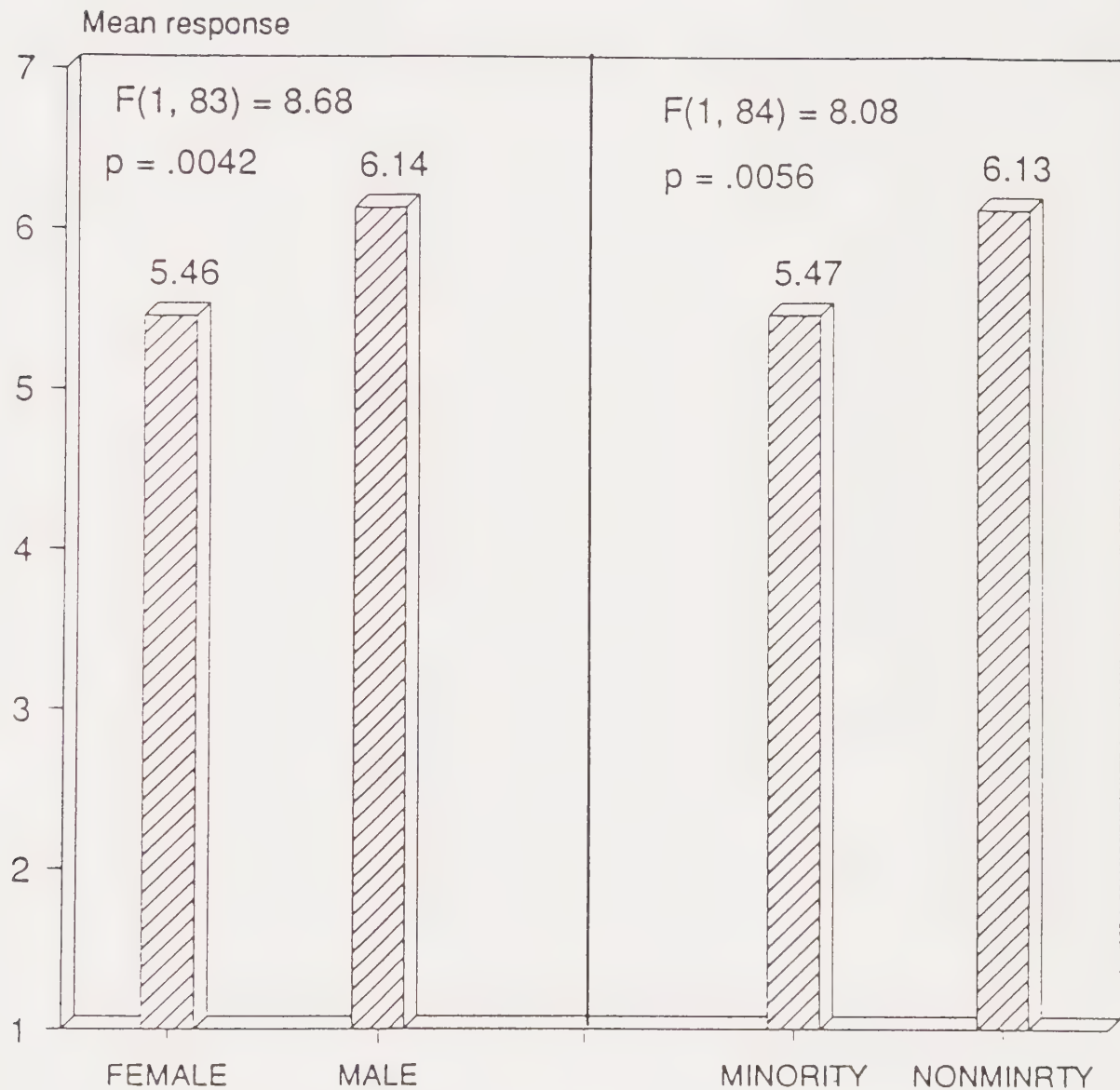


Figure 17  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"Men who accept women as equals can expect to be harassed about it."

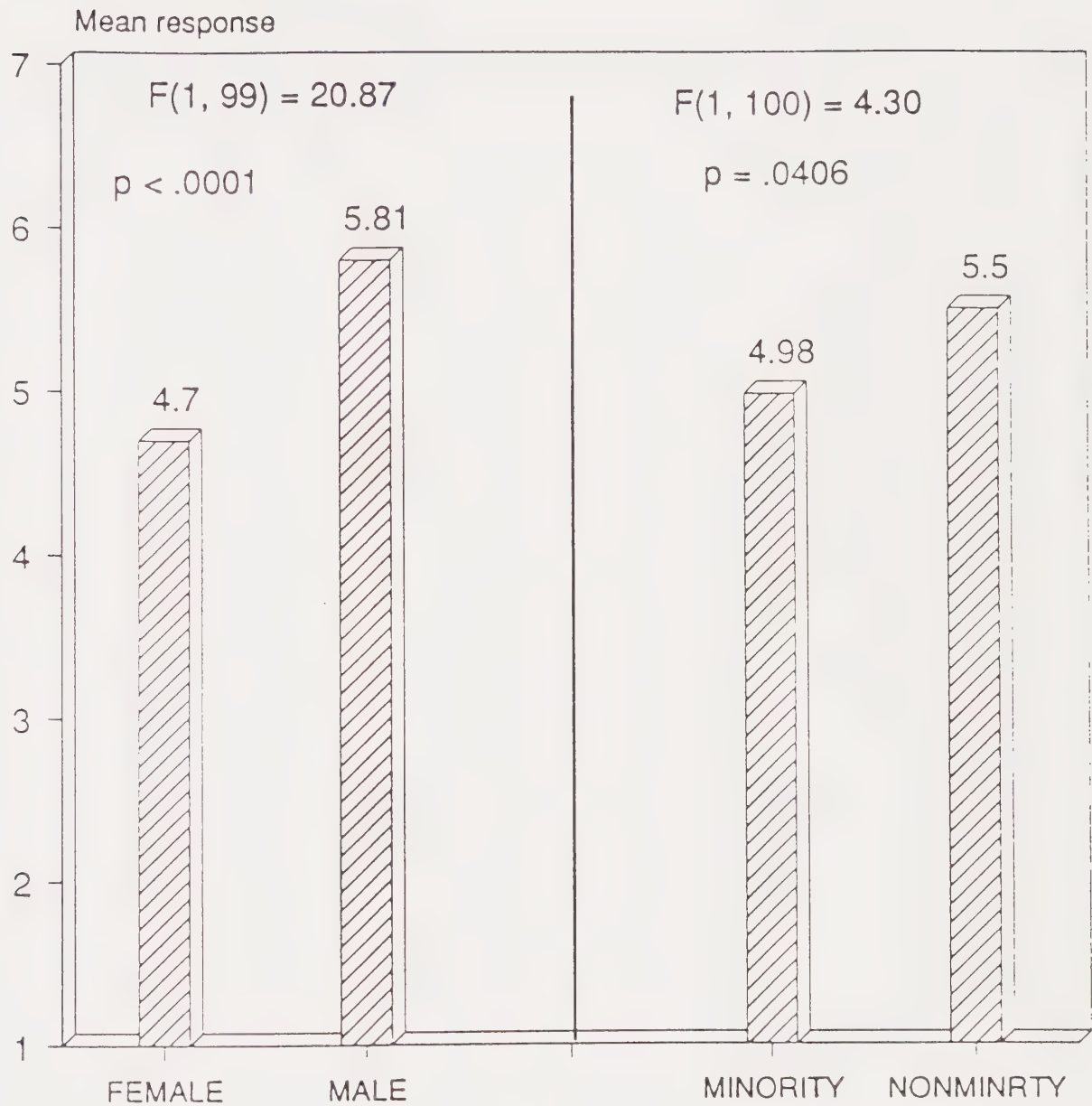


Figure 18  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree





"Women of equal or higher ability than male peers are more subject to sexual harassment."

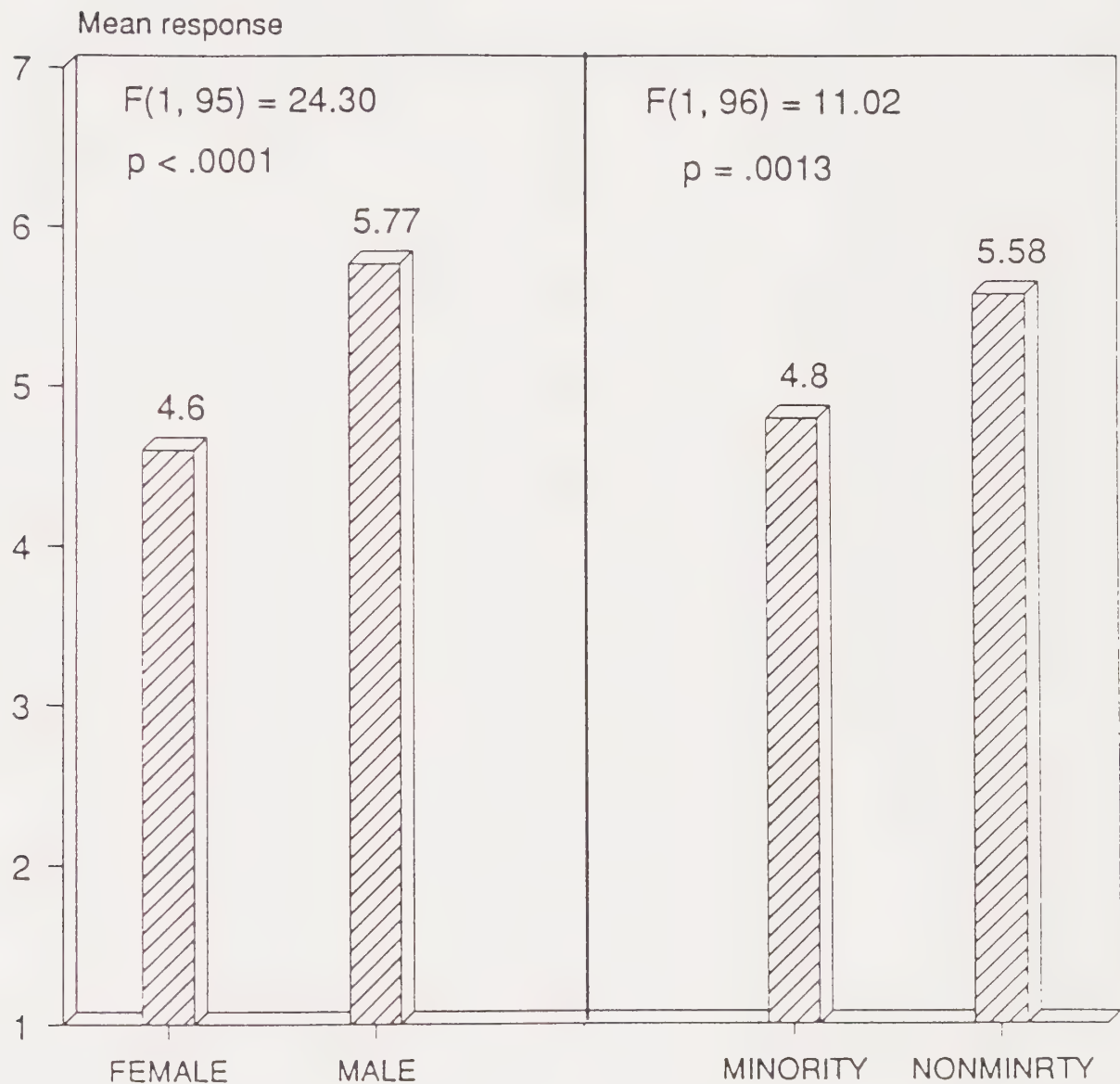


Figure 19  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



"The police department is a failure at supporting women and minorities after they are hired."

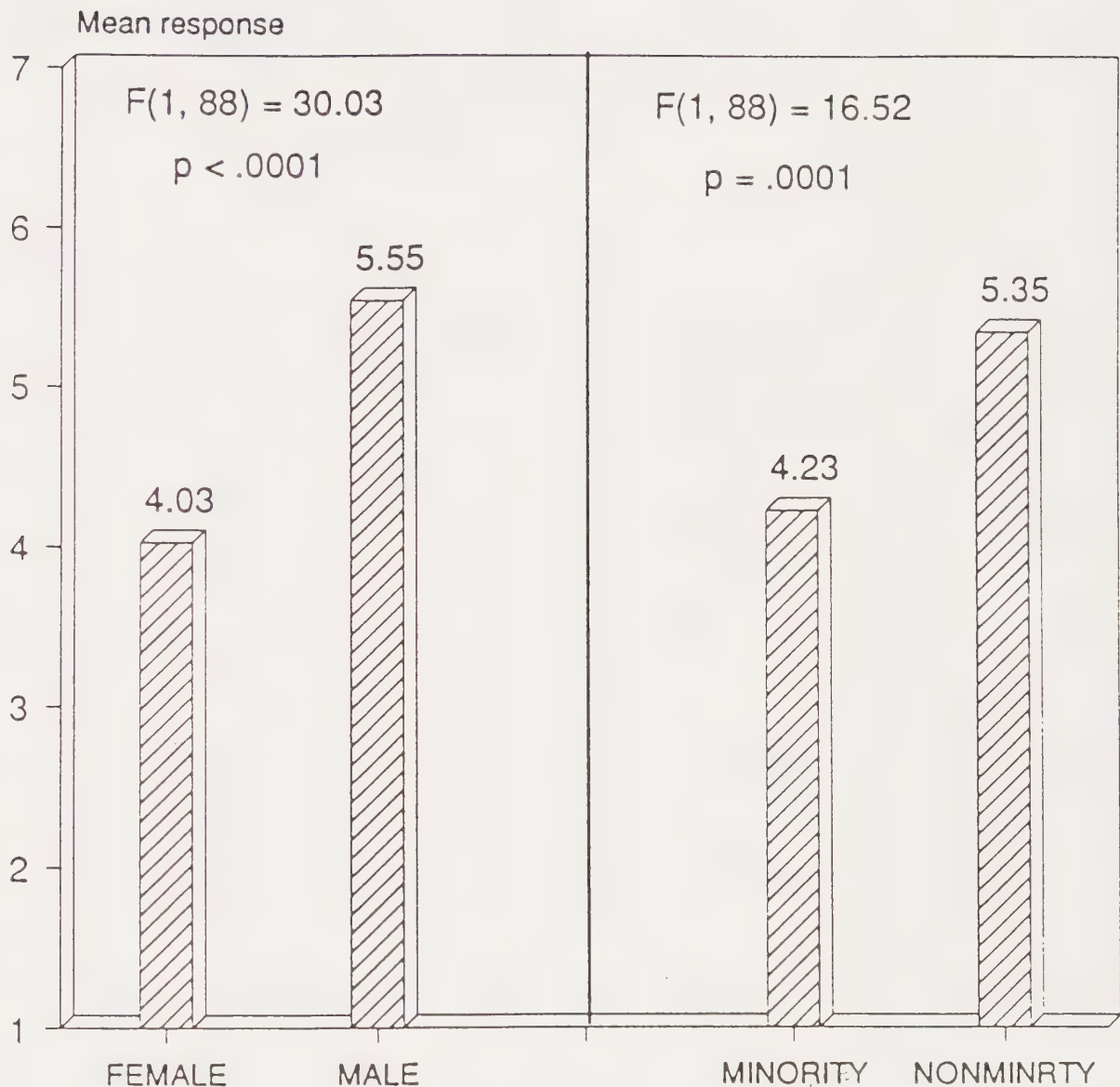


Figure 20  
(Phase 2)

1=Strongly Agree, 7=Strongly Disagree



Figures 3 through 20 show means on the original items for groups based on sex and ethnicity and the univariate F ratios and probabilities associated with sex and ethnicity differences. (Means are adjusted to compensate for differences in group sizes).

As in phase 1, univariate F ratios and probabilities are given for comparison only, and do not represent fully legitimate statistical tests of the differences, because these are multiple, correlated questions. Nevertheless, using a conservative criterion, we can be confident that any difference for which  $p < .0027$  is real and not due to chance.

### Discussion of Phase 2 Results

Those items with the highest F ratios (and lowest probability levels) are the ones that most clearly distinguish between groups. These are the items with the largest group differences. For example, the largest difference between men and women on a non-service-related item is found on question number 15 (see Figure 15): "The work of women officers is scrutinized more carefully than that of men". Men in the sample show rather strong disagreement with this item with a mean of 5.54, while women show a slight tendency toward agreement with a mean = 3.77. For ethnicity, the largest difference appeared on question number 14 (see Figure 14): "Minorities and women are disciplined more severely for the same offense than white males." Nonminority officers rather strongly disagreed with this item, with a mean of 6.39 while minority officers showed only a slight tendency toward disagreement, with a mean of 4.89. These are the items producing the largest differences in the initial survey as well.

Using a conservative criterion, sex differences are found on 13 of the items. Ethnicity differences are revealed on 6 of the items.

### Comparison of Results of Two Phases

Survey techniques were quite different for the two phases. For the initial survey, random sampling, using a table of random numbers, was employed to select an equal number of officers in each of the four sex-ethnicity groups. This technique assures that each officer within each group has an



equal chance of being sampled. Surveys were completed in person. Although anonymity was preserved once the responses were taken, officers were not anonymous at the time of responding.

For the follow-up survey, responses from all officers were solicited. Return of the questionnaires, however, was voluntary and only about 34% chose to do so. Responses to these surveys were completely anonymous. The difference between the two surveys, then, was that the first was random but not fully anonymous, while the second was nonrandom but anonymous. As a result of these variations, any responses biases could be expected to differ for the two surveys.

Comparison of result for the two surveys shows a very high level of agreement. The pattern of relationships among items in the first survey was supported in the follow-up survey. Multivariate analyses of variance were substantively equivalent in the two surveys: with strong, reliable main effects and an absence of interaction. Items in the second survey were chosen because of the differences they showed for sex and/or ethnicity in the first survey. Virtually all of these items showed reliable differences in the second survey as well. For these reasons, it is believed that these results can be interpreted with confidence.

Some cautions should apply in interpretation of these results, however. As stated previously, the presence of strong intercorrelations among the items precludes interpretation of any one item unambiguously—the results show a pattern of differences due to sex and ethnicity but it is difficult to pin down those differences to any individual item in isolation. Further, a look at the means on the 7-point scale reveals that, in most cases, the differences are within a single scale point. Further, most differences tend to be on the same side of the scale (either both below or above 4.0) or if they are on opposite sides of the scale, they are fairly close to 4.0. As a result, we cannot say that the surveys show polar differences among the groups—they disagree in their perceptions of these issues, but, for the most part, on the average the disagreements are not vast.





**SECTION IV ANECDOTAL MATERIAL**  
(Pages 42 thru 61)

This section has been removed, pursuant to a request from Special Consultant, Morgan Lynn, in order to protect the anonymity of the officers who made graphic and valuable contributions to this study.

The report in its entirety has been delivered to the Court as part of the Auditor/Monitor's 3rd Quarterly Report of 1988.

The Auditor/Monitor has requested that the Court issue a "protective order" with reference to the anecdotal material found in Section IV of the Race and Sex Discrimination study.



# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

### SECTION-V: RECOMMENDATIONS

The following recommendations address the concerns raised by the officers interviewed. Auditor/Monitor monies may be available to fund some of these projects, however in all cases the department should make every attempt to institutionalize the recommendations. Demographers predict an increase in the numbers of women and minorities participating in the workforce of the future, which means that addressing these issues is necessary now and for the future.

#### Chief's Goals for Improving Race/Gender Relations

The Chief should incorporate into his long and short term goals a plan for improving race and gender relations within the department, establishing a timetable for accomplishment of specific activities. A genuine commitment to have a discrimination-free workplace must come from top management or all policies and programs designed to improve working conditions for women and minorities will fail.

#### Multi - Cultural Training:

The San Francisco Police Department must provide training on a regular basis that is designed to improve race relations and address issues related to working in and providing service in a multi-cultural environment. Further, this training should be mandated for all supervisors; comments of the random sample indicated that supervisors have not acted to enforce department policies regarding harassment. Training should be institutionalized, by being made part of the academy curriculum and part of all new officers' training and as in-service training for veteran officers. Training must be provided by professionals who treat the subject matter with the seriousness it deserves. There are companies who specialize in this type of training and can provide initial training for management as well as train carefully selected academy staff, who are sensitive to minority and women's issues, to eventually pro-



vide the training in the academy themselves. The department should make every attempt to utilize recognized experts in this field. Officers who commit acts of racial or sexual harassment must be subject to severe disciplinary measures including suspension, retraining and termination. Each time an act of harassment is trivialized by supervisory personnel, the rank and file officers perceive that this type of behavior is acceptable.

#### Supervisory Training

The basic supervisory training currently required of supervisors is apparently not enough or does not sufficiently address problems such as sexual and racial harassment. Much of the testimony of officers interviewed revealed the lack of appropriate supervisory intervention in racial and sexual harassment incidents. Training should address issues of the effects of favoritism on morale, communication skills, progressive discipline and Equal Employment Opportunity concerns. Supervisors annual performance evaluations should include factors related to their fairness in treatment of all officers without regard to race or sex, and in their effectiveness in dealing with instances of racial or sexual harassment.

#### Redrafting of General Order D - 17:

The issue of sexual harassment is currently being addressed by concerned women officers and attorneys for the plaintiff parties who have put forth a proposal regarding this issue. The department should act swiftly to enact and enforce the amended version of D-17 currently being discussed. This proposal for long and short term solutions (Appendix D) must be resolved; every delay by the department sends signals to the officers that the department is not serious about eradicating this problem. Further, this order must be vigorously enforced, the fact that it is on the books is of little value without enforcement.

Additionally, officers need to be made aware of how their own stereotypes regarding appropriate behavior for women, color their perceptions. Many companies routinely address sexism as part of their multi-cultural training programs. Women, like minorities, are increasing in numbers in the workforce and need to be integrated properly to fully utilize their potential. When selecting a company to provide initial multi-cultural training, preference should be given to companies who deal with the issue of sex-





ism, as well. The department is to be commended for its recent effort to educate supervisors on the implications of sexual harassment. It is unfortunate that one of the instructors selected to conduct the classes reinforced sexist behavior. The department must hire instructors who do not exacerbate the problem by going along with harassment or making light of it.

#### Professionalism Committee

The professionalism committee already existing within the department could be assigned the task of dealing with issues related to multi-cultural diversity and women in a traditionally male dominated field. This group of men and women drafted Special Order D-17 and have thus shown sensitivity to the issues.

The department should obtain outside expertise as a resource in guiding the direction and focus of this group as it relates to minority and women's issues. Members of the committee should be representative of the various minority groups within the department and known to be advocates of minority and women's issues.

The department in its regular reorganization could assign a manager to work with the committee to implement its recommended action. This person should be included as a member of the Chief's management team and should also serve as a troubleshooter and work with the various bureaus and stations to ensure a work environment free from racial and sexual harassment. This position should be responsible for keeping the department's training personnel current regarding multi-cultural training and sexual harassment training and should be involved in providing in-service training on these issues. The person serving in this position must be respected throughout the department and must be a known advocate of affirmative action.

#### Mentoring/Coaching

A mentoring program would be inexpensive to implement. New minority and female officers would be assigned a mentor, a person who is respected in the department and genuinely interested in the success of the new recruit. Mentors would coach their assigned mentees on work performance and successfully integrating into the police culture.

1. The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for ensuring the integrity of the financial system and for providing a clear audit trail.

2. The second part of the document outlines the specific procedures for recording transactions. It details the steps involved in the accounting process, from the initial entry to the final reconciliation.

3. The third part of the document discusses the role of the accounting department in the overall management of the organization. It highlights the importance of providing timely and accurate financial information to management for decision-making purposes.

4. The fourth part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that this is crucial for ensuring the integrity of the financial system and for providing a clear audit trail.

5. The fifth part of the document outlines the specific procedures for recording transactions. It details the steps involved in the accounting process, from the initial entry to the final reconciliation.

6. The sixth part of the document discusses the role of the accounting department in the overall management of the organization. It highlights the importance of providing timely and accurate financial information to management for decision-making purposes.

### Transfers:

Many officers, including supervisory personnel, spoke of the segregating effects of the department's transfer policy - General Order P-1. Currently, there is no consideration of balancing the ethnic and gender composition of various work locations and assignments. Many officers stated that homogeneity of the work force at specific locations, was detrimental to any kind of acceptance for minorities or women. The chart in Appendix E indicates the percentages of females, minority males and non-minority males in various locations at the end of the 2nd quarter 1988. The percentage of women at the various stations is disproportionate, ranging from 2% at Central to 21% at Mission. There are no women or minorities in Management Control according to police department second quarter statistics.

Further, the policy of allowing officers to put their names on only four transfer lists as soon as they achieve permanent status is obviously discriminatory. Since women and minorities were last hired they are also last on the transfer list. As one manager interviewed points out, "P-1 stifles officers' ability to have a variety of experiences to prepare them for management." Some officers indicated that they thought the Chief's proposed policy for a mandatory transfer every five years is a good one and should be implemented.

### Residency and Lateral Transfer:

Many of the officers interviewed felt that the residency requirement limited the department's ability to attract and retain qualified women and minorities. Other cities recruit police officers in San Francisco, and are thus competing with the City of San Francisco for the best qualified candidates. The San Francisco Committee on Crime made this observation in their 1971 report entitled, *A Report on the San Francisco Police Department*, "The requirements for becoming a commissioned law enforcement officer in the San Francisco Police Department are established in part by state law, in part by the San Francisco City Charter, in part by city ordinance and in part by the regulations of the Civil Service Commission. We believe that several of these requirements unduly limit the number of applicants who might be considered for employment as police officer . . . if the department is unable to attract local people of the highest caliber, it should not have to settle for second best, and should



be allowed to seek the best from any state in the country. Residential requirements are another type of restriction that stifle professional development of a department.' The department should make efforts to have the applicable regulations changed so that they can expand their recruitment efforts targeted at women and minorities to a greater area.

Further, the charter imposed requirement that prevents lateral entry needs to be changed. The San Francisco Commission on Crime made similar observations in 1971. They said, "To deny a department skills it sorely needs, solely because they are not possessed by the present personnel, is a shortsighted practice that cannot be justified . . . Strong opposition to lateral entry can be expected, but it must be overcome, hopefully by an enlightened attitude of those police officer who can see that in the long run, it will greatly improve the department.

#### Institutionalization of Consent Decree Functions:

Programs which have been developed over the years by the Auditor/Monitor and the Consent Decree Unit should not be allowed to expire when the Consent Decree does. Change is slow and it will take time and effort before minorities and women are fully welcomed and respected as police officers. Programs designed to recruit and retain a multi-ethnic workforce will be needed as the demographics of the City change and minorities in the labor pool increase.

#### Bilingual Pay:

The department currently offers no financial remuneration to officer's who are required to use bilingual skills. Offering some pay differential for the use of bilingual skills demonstrates to bilingual officers the need for and appreciation of ethnic diversity in a city such as San Francisco.

#### Information Management

In working with the policy department personnel staff, who were especially helpful and cooperative in their assistance, it became evident that many of the reports and statistical compilations necessary



to track and monitor race and sex distributions of personnel, are simply not within the computer capacity of the existing system in personnel. Assignments by sex/race/location, transfer requests and the like have to be sorted and compiled by human beings - an extraordinary practice given the state of the art in computer technology. The police department personnel office should be equipped with state of the art hardware and human relations information systems software (HRIS).

### Conclusion

In conclusion, those with the power to effect change must heed these words written by a minority officer "Another survey! Over the years surveys are taken, questionnaires are filled out and nothing ever seems to come of them . . . The good old boy network goes on!" The price for inaction may be higher than the department can afford to pay.





# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

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# SAN FRANCISCO POLICE DEPARTMENT

## *Race and Sex Discrimination Study*

### SECTION VII: APPENDIX

#### APPENDIX A

##### Complaint Summary 1980-1988

<u>Year</u>	<u>Total Filed</u>	<u>Women</u>	<u>Men</u>	<u>Still Employed</u>
1980	7	5	2	2
1981	26	12	14	8
1982	21	14	7	8
1983	8	3	5	3
1984	9	8	1	4
1985	9	4	5	1
1986	2	0	2	1
1987	6	4	2	5
1988	2	2	0	2
<hr/>				
TOTALS	90	52	38	34



## APPENDIX B

The Court, through the Office of the Auditor/Monitor, is conducting a survey to determine the nature and extent of any existing race or sex discrimination since the consent decree began in 1979. The information you provide in this interview will be used to develop a questionnaire which will be mailed to all officers. We want you to give your 'gut reaction' in response to the questions, but also to make suggestions regarding content or wording so that the question is understandable and conveys the idea intended. All responses will be kept confidential and anonymous. We are only interested in group opinions. Thank you for your cooperation.

Circle one number in each category:

1. Sex 1 = female 2 = male
2. Ethnicity 1 = white 2 = minority
3. Rank Officer = 1, Inspector = 2, Sergeant = 3, Lieutenant = 4, Commander = 5, Captain = 6

Fill in the number of years in your current rank and total years with the department:

4. Years in rank \_\_\_\_\_
5. Total length of service \_\_\_\_\_

\*\*\*\*\*

1. Affirmative Action programs have gone too far.

Strongly Agree				Neither Agree nor disagree				Strongly Disagree
1	2	3	4	5	6	7		

COMMENTS \_\_\_\_\_

\_\_\_\_\_

2. My supervisor is fair in making work assignments without regard to race or sex.

Strongly Agree				Neither Agree nor disagree				Strongly Disagree
1	2	3	4	5	6	7		

COMMENTS \_\_\_\_\_

\_\_\_\_\_





3. Supervisors try to talk officers out of filing discrimination complaints whenever they can.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_

\_\_\_\_\_

4. I have wanted to file a discrimination complaint, but did not for fear of retaliation or other reasons.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_

\_\_\_\_\_

5. I have been made to feel unwelcome or as an outsider at my job.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_

\_\_\_\_\_

6. I have felt I had to go along with something I disagreed with to gain acceptance or avoid retaliation.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_

\_\_\_\_\_

7. Many female officers have had to put up with sexual harassment, i.e., sexual references, propositions, offensive visual depictions, or unwanted physical contact.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_

\_\_\_\_\_



8. Sexual harassment usually comes from coworkers and the supervisors really have no knowledge of it.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

9. Violations of sexual harassment policies are treated with the same seriousness as violations of other department policies.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

10. Dirty jokes or ethnic jokes are o.k. - cops of all people shouldn't be so sensitive.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

11. I have heard my peers tell ethnic jokes at work.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_



12. Women have got to expect a certain amount of sexual come-on, after all men will be men.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

13. I am aware of instances where hiring and/or promotions were made without regard for merit.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

14. Most of the officers in the department just want to do a good job and aren't concerned about a coworkers race or sex minorities than they are with white males.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

15. If it hadn't been for the Consent Decree, this would still be a predominately white male police department.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

16. I make a distinction between 'hazing' and harassment.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_



17. Management sets the tone for the department and they're not really committed to hiring women and minorities. The push has come from other forces.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

18. Minorities are capable of command in this department.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

19. I am comfortable being backed up by a woman officer.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

20. I am comfortable being backed up by a minority officer.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_

21. Supervisors are more lenient in evaluating women and minorities than they are with white males.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_

\_\_\_\_\_





22. The police department is a success at hiring women and minorities and a failure at supporting them.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

23. I am reluctant to speak up when someone is discriminated against because then I might be treated "differently".

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

24. Minorities and women are disciplined more severely for the same offense than white males.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

25. The work of women officers is scrutinized more carefully than that of men.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

26. Relationships between minorities and non-minorities are generally good.

Strongly Agree				Neither Agree nor disagree			Strongly Disagree
1	2	3	4	5	6	7	

COMMENTS \_\_\_\_\_  
\_\_\_\_\_



27. Whites are afraid of loosing jobs to women and minorities.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

28. Being a minority is advantageous for selection for special assignment.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

29. Women and minorities are tolerated because of Affirmative Action.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

30. Minorities are more frequently questioned about their decisions and must justify and give detail regarding chosen actions.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

31. There is pressure to not be too friendly with peers of different ethnicity.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_



32. Men who accept women as equals can expect to be harassed about it.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

33. Women of equal or higher ability than male peers are more subject to sexual harassment.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

34. Exposure to competent women and minorities has convinced me that the ability to do a job is unrelated to race or sex.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

35. It is not good for female officers to supervise male officers.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_

36. The general department attitude towards women police officers is neither supportive nor non-supportive.

Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

COMMENTS \_\_\_\_\_  
\_\_\_\_\_



## APPENDIX C

### QUESTIONNAIRE

The United States District Court - Northern District of California - through the Office of the Auditor/Monitor, is conducting a survey to determine the nature and extent of any existing race or sex discrimination in the San Francisco Police Department following nine years of hiring under a Consent Decree. An article describing the study was printed in the April issue of the "POA Notebook" and a memo regarding the same was previously sent to your home. Please fill out the questionnaire and return it in the enclosed self-addressed, stamped envelope no later than July 15, 1988. *Your input is important to ensure that all views are heard.* Recommendations will be made to the department based on the outcome of this survey. Thank you for taking the time to complete this questionnaire.

Select the number that identifies your sex, ethnicity and rank.

- \_\_\_\_\_ 1. Sex: Female =1, Male =2
- \_\_\_\_\_ 2. Ethnicity: Non-minority =1, Minority =2
- \_\_\_\_\_ 3. Rank: Officer =1, Inspector =2, Sergeant =3, Lieutenant =4, Commander =5, Captain =6

Indicate the number of years in your current rank and total years of service with the San Francisco Police Department.

- \_\_\_\_\_ 4. Number of years in current rank.
- \_\_\_\_\_ 5. Total length of service with SFPD.

Please respond to the following statements according to the scale below. Select one number on a scale of 1 through 7 and write it on the line next to the question number. By selecting number 1, you indicate that you strongly agree with the statement. Selection of numbers 2 or 3 indicates you agree, but to a lesser extent. Selection of number 4 indicates a neutral response. Selection of number 7 indicates you strongly disagree with the statement and selection of 5 or 6 indicates disagreement, but to a lesser degree.

- | Strongly<br>Agree |     |  |  | Neither Agree<br>nor disagree |   |   |  | Strongly<br>Disagree |
|-------------------|-----|--|--|-------------------------------|---|---|--|----------------------|
| 1                 | 2   | 3  |  | 4                             | 5 | 6 |  | 7                    |
| _____             | 6.  | My supervisor is fair in making work assignments without regard to race or sex.  |  |                               |   |   |  |                      |
| _____             | 7.  | I have wanted to file a discrimination complaint, but did not for fear of retaliation or other reasons.                    |  |                               |   |   |  |                      |
| _____             | 8.  | I have been made to feel unwelcome or as an outsider at my job.  |  |                               |   |   |  |                      |
| _____             | 9.  | I have felt I had to go along with something I disagreed with to gain acceptance or avoid retaliation.                     |  |                               |   |   |  |                      |
| _____             | 10. | Violations of sexual harassment policies are treated with the same seriousness as violations of other department policies. |  |                               |   |   |  |                      |





Strongly  
Agree  
1

2

3

Neither Agree  
nor disagree  
4

5

6

Strongly  
Disagree  
7

- \_\_\_\_\_ 11. Most of the officers in the department just want to do a good job and aren't concerned about a coworker's race or sex.
- \_\_\_\_\_ 12. Management sets the tone for the department and they're not really committed to hiring women and minorities. The push has come from other forces.
- \_\_\_\_\_ 13. The police department is a success at hiring women and minorities.
- \_\_\_\_\_ 14. Minorities and women are disciplined more severely for the same offense than white males.
- \_\_\_\_\_ 15. The work of women officers is scrutinized more carefully than that of men.
- \_\_\_\_\_ 16. Minorities are more frequently questioned about their decisions and must justify and give detail regarding chosen actions.
- \_\_\_\_\_ 17. There is pressure to not be too friendly with peers of different ethnicity.
- \_\_\_\_\_ 18. Men who accept women as equals can expect to be harassed about it.
- \_\_\_\_\_ 19. Women of equal or higher ability than male peers are more subject to sexual harassment.
- \_\_\_\_\_ 20. The police department is a failure at supporting women and minorities after they are hired. Please make any brief comments or suggestions that you think may be helpful to the department in dealing with issues of discrimination.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Copy certified by  
Nathaniel Trives,  
Auditor/Monitor



## APPENDIX D

### DISCRIMINATION AND HARASSMENT

#### I. DEPARTMENT POLICY

##### A. DISCRIMINATION AND HARASSMENT:

1. It shall be the policy of the San Francisco Police Department to prevent discrimination and harassment in the Department.
2. All members have a right to a work atmosphere free from discrimination and harassment.
3. Discrimination and harassment foment unrest, undermines morale, destroys professionalism and discredits the Department.
4. Professionalism requires that Department members treat one another with respect and dignity. Therefore, all allegations of discrimination and harassment within the Department will be promptly investigated and resolved.

##### B. EQUAL OPPORTUNITY

1. It shall further be the policy of the San Francisco Police Department to provide all members equal opportunity. Such opportunity shall include, but is not limited to:
  - a. Placement in permanent assignments;
  - b. Appointment to specialized units/details/task forces;
  - c. Reassignment/Transfer;
  - d. Assignments within units, details, task forces, stations;
  - e. Extended work week;
  - f. Overtime;
  - g. Leaves of absence;
  - h. Recommendation for awards (Commission, Department, Civilian).
  - i. Equal access to department facilities and resources.

##### C. EDUCATION AND TRAINING

1. The San Francisco Police Department recognizes its responsibility to provide education and training to members in this area of discrimination and harassment.
2. The Department is therefore committed to this responsibility and shall pursue an aggressive program to insure that no member shall be discriminated against, harassed, or in any way denied fair and equal treatment.



3. To further prevent harassment and discrimination in the Department and to promote and provide the above mentioned education and training, the Department shall institute an Equal Employment Unit which shall operate in the Personnel Division.

The duties and responsibilities, in addition to those consulting and investigatory duties relating to a specific investigation as detailed below (See Section VII, B, 3 Formal Process of Complaint Process) shall include but are not limited to:

- a. Discrimination and harassment training for all department personnel.
- b. Continued development of the Equal Employment Program.

#### D. DISCIPLINARY MEASURES

1. Any violation of this Policy is a very serious matter and will not be tolerated. Such violation will subject offending members to appropriate disciplinary action which may include, depending on the severity, a reprimand, suspension or termination by the Chief of Police or the Police Commission.

### II. LEGAL FRAMEWORK

- A. Discrimination and Harassment is prohibited by law. Title VII, Civil Rights Act of 1964, 42 U.S.C. Sections 2000e, et seq.; California Fair Employment and Housing Act, Gov. Code Section 12490; San Francisco Sexual Harassment Ordinance; S.F. Admin Code Sections 16.9-25; San Francisco Discrimination Ordinance, S.F. Police Code, Part II, Chapter VIII, Art. 33; San Francisco Aids Discrimination Ordinance, S.F. Police Code, part II, Chapter VIII, Article 38; Affirmative Action Plan and Policy for Equal Opportunity, Civil Service Rules Section 1.03.

### III. DEFINITIONS

#### A. DISCRIMINATION AND HARASSMENT

1. Discrimination is defined as unlawful or potentially unlawful behavior which gives preferential treatment, in favor of or against, one group of people, or one person, over another on the basis of:
  - a. Race/Color
  - b. National Origin/Ethnicity
  - c. Sex
    - (i) Male and Female
    - (ii) Pregnancy, Childbirth or related medical condition
  - d. Sexual Orientation
  - e. Religion



- f. Age
  - g. Physical Handicap or Medical Condition
  - h. Marital Status
  - i. Political Affiliations or Beliefs
  - j. Acquired Immune Deficiency Syndrome (AIDS), Acquired Immune Deficiency Syndrome Related Complex (ARC), Human Immunodeficiency Virus Infection (HIV Infection) or any medical signs or symptoms related thereto.
2. Harassment is a form of discrimination and is defined as undue pressure which is imposed upon members because of his or her sex, or because of any of the non-merit categories listed above.
  3. If the undue pressure is sexually motivated or connected it may be in the form of unwelcome sexual advances, requests for sexual favors, any verbal, visual or physical conduct of a sexual nature or any conduct or behavior done because of a person's sex.
  4. Undue pressure need not be sexually motivated. It may be due to other non-merit factors as listed above.
  5. Conduct that is discriminatory or harassing is prohibited when:
    - a. Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
    - b. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual;
    - c. Such conduct, either explicitly or by innuendo or implication, has the purpose or effect of interfering with an individual's workperformance or creates an intimidating, hostile or offensive working environment.

## B. TYPES OF DISCRIMINATION

### 1. SPECIFIC INTENT

- a. Conduct, behavior or treatment that is purposefully discriminatory.

### 2. UNEQUAL TREATMENT

- a. Unequal treatment based on any of the above categories (See Section III. A.1. a-j). Motive is irrelevant and intent may be deliberate or inadvertent.

### 3. ADVERSE IMPACT

- a. Conduct, behavior or practice which appears neutral on its face or is applied equally but results in an unequal impact when applied to persons of any of the above categories. (See Section III. A. 1. a-j).





## C. FORMS OF SEXUAL HARASSMENT

### 1. Quid Pro Quo (Equal Exchange) Sexual Harassment:

- a. A member in a supervisory position demands sexual favors from a subordinate in exchange for tangible job benefits. This may be explicit or implicit.

### 2. Hostile work environment sexual harassment

- a. Member is subjected to verbal, physical or graphic displays of sexual oriented materials.
- b. Psychological and emotional work environment of the member is adversely affected.
- c. Hostile work environment can be created by supervisory personnel, a co-worker or even a non-member.

## IV. UNLAWFUL PRACTICES

### A. IN GENERAL

- 1. Discrimination and Harassment against any member or potential employee is prohibited and will not be tolerated. it is prohibited to discriminate or harass a person in any (including but not limited to) of the following areas:
  - a. Recruitment
  - b. Examination
  - c. Appointment
  - d. Training
  - e. Retention
  - f. Promotion
  - g. Discipline
  - h. Layoffs/Terminations
  - i. Officer Safety
  - j. Denial of equal facilities
  - k. Any other aspect of personnel administration

### B. MEMBER CONDUCT

- 1. The following conduct constitutes harassment and discrimination:



- a. Verbal e.g. comments, epithets, slurs, jokes, innuendo and any other such verbal behavior.
- b. Physical e.g. assault, impeding or blocking movement, gestures, touching or any physical interference with normal work, movement, or any other such physical behavior.
- c. Visual e.g. posters, letters, poems, grafitti, cartoons, drawings, pictures, or any other such visual behavior.
- d. Requests for Sexual favors, threats or insinuations that a lack of same will result in reprisals e.g. withholding support for appointment, promotions, transfers etc. (Relates primarily to sexual harassment).

#### C. SUPERVISORY PERSONNEL CONDUCT

- 1. The following conduct also constitutes harassment and discrimination, including, but not limited to:
  - a. Failure to take corrective action when the supervisor knows (either directly or indirectly) or should have known that an individual is being subjected to harassment or discrimination.
  - b. Tacit approval of harassment or discrimination, e.g. encouraging by "turning a blind eye", laughing and treating a situation as a joke.

#### V. RETALIATION

- A. Retaliation is prohibited and also constitutes discrimination and harassment. Retaliation may be against any member by another member or by supervisory personnel who:
  - 1. Complained of discrimination or harassment;
  - 2. Testified on behalf of, or support of, a person who complained of discrimination or harassment;
  - 3. Assisted or participated in an investigation concerning a person who complained of harassment.

#### VI. EXCEPTIONS

- A. It shall not be discriminatory or harassing to follow an existing seniority system so long as that system is a bonafide one and not designed to circumvent or evade this General Order.
- B. It shall not be discriminatory or harassing to select or reject a person based upon a bonafide occupational qualification.
- C. Social relationships which have no bearing on employment decisions or benefits or are not in violation of other provision of this General Order are not prohibited.



## VII. COMPLAINT INITIATION AND PROCEDURE

### A. Initiation of Complaints

1. Any member who believes they are the victim of, or witness to, any form of discrimination and/or harassment is urged to submit a complaint.
2. Complaints may be submitted orally or in writing.
3. Complaints may include a suggested method of resolution.
4. It is the members' option for either informal (in-house) or formal complaint investigation and resolution.
5. It is also the members' option, whether requesting an informal or formal investigation, to submit the complaint in one or more of the following ways:

#### a. INTERNAL

- i. Utilization of the chain of command;
- ii. Outside the chain of command to any supervisory personnel;
- iii. To the Department's Affirmative Action Officer, the Deputy Chief of Administration;
- iv. To the Personnel Division of the Department.

#### b. EXTERNAL

- i. The Equal Employment Opportunity Unit of the Civil Service Commission;
- ii. The California Department of Fair Employment and Housing;
- iii. The Federal Equal Employment Opportunity Commission;
- iv. The Auditor Monitor's Office;
- v. Any other City, State or Federal Agency.

### B. THE COMPLAINT PROCESS

#### 1. Receipt of Complaints

- a. Command and Supervisory Personnel who receive a discrimination and/or harassment complaint from any source are responsible for reviewing this order with the complainant and informing him or her of all options as outlined in the General Order.
- b. Command and Supervisory Personnel are responsible for maintaining the confidentiality of the complaint.



- c. Command and Supervisory Personnel are also responsible for promptly transmitting the complaint (informal and formal) directly to the Affirmative Action Officer by confidential memorandum by the end of their tour of duty. This memo shall include:
  - i. Name of Complainant;
  - ii. The basis of the complaint, i.e., race, religion, sex, etc;
  - iii. Details of discriminatory or harassing action including all allegations, circumstances and names of all persons involved;
  - iv. Complainant's suggested remedy and that of the complainant's supervisor and/or commanding officer if the chain of command is authorized by the complainant.
  - v. Direction as to whether complainant requests an informal or formal resolution.
- d. The confidential memorandum shall then be forwarded in a sealed envelope stamped CONFIDENTIAL to the Affirmative Action Officer.
- e. The Affirmative Action Officer is responsible for:
  - i. Reviewing the confidential memorandum and the suggested remedies;
  - ii. Directing the complaint to the appropriate unit for investigation and resolution whether it be formal or informal;
  - iii. Maintaining the confidentiality of the complaint.

## 2. INFORMAL PROCESS

- a. If the complainant chooses to resolve the matter informally, the Affirmative Action Officer shall notify the Complainant's Commanding Officer of the nature of the Complaint and the suggested remedy. If the Complainant's Commanding Officer is the offending party, the Affirmative Action Officer shall notify the Commanding Officer's Supervisor.
  - i. The Affirmative Action Officer shall direct the Commanding Officer or his or her supervisor to respond by confidential memorandum indicating what action was taken to abate and/or resolve the complaint.
  - ii. Upon receipt of the confidential memorandum the Affirmative Action Officer shall inform the complainant of the action taken and determine if the resolution is satisfactory or if further action is necessary.
- b. If the complainant approves of the informal resolution as presented by the Affirmative Action Officer, the complainant shall sign off on same by submitting a brief memorandum to the Affirmative Action Officer. If the complainant does not approve of the informal resolution, he or she has the option to request a formal investigation within or without the department.





### 3. FORMAL PROCESS

- a. If the complainant chooses to resolve the matter formally, the Affirmative Action Officer shall assign the complaint to the Equal Employment Unit of the Personnel Division. Their duties and responsibilities with regard to a specific investigation shall include:
  - i. Informal consultation, counseling and mediation with employees regarding equal employment opportunity matters.
  - ii. Informal inquiry and formal investigation of cases of suspected discrimination and harassment.
- b. Once the Equal Employment Unit of the Personnel Division has concluded the investigation, they shall make a recommendation to the Affirmative Action Officer.
  - i. This may include, but is not limited to, counseling, retraining, education, mediation or discipline.
- c. If discipline is recommended the Affirmative Action Officer shall assign the case to Management Control for case preparation. They shall then prepare the case and report back to the Affirmative Action Officer.
- d. The Affirmative Action Officer shall then review the case and make a recommendation to the Chief of Police.
- e. The Chief of Police shall take action pursuant to Civil Service Rules and Section I.D. Disciplinary Measures, above.
- f. The Affirmative Action Officer shall notify the complainant in writing of the disposition of the case and the reasons therefor.

### VIII. RECORDING DISCRIMINATION AND HARASSMENT COMPLAINTS AND FILE MAINTENANCE

A. Supervisory Personnel shall report all complaints as described above in this order.

B. Recording Procedures.

1. Each department unit shall maintain a log of discrimination and harassment complaints. The log is in addition to, not a substitute for, swiftly reporting individual complaints (formal and informal) to the Affirmative Action Officer as they arise.
2. On each occasion that a member reports a discrimination and/or harassment incident or complaint, or one is discovered by supervisory personnel, it shall be recorded in the above log.
3. On the 1st and 15th of each month, unit commanding officers shall sign the log and send it to the Affirmative Action Officer.



### C. Affirmative Action Officer Responsibilities

1. The Affirmative Action Officer, pursuant to the San Francisco Administrative Code Section 16-9. 25 (d), shall notify the Chief of Police within three (3) days of receiving a harassment or discrimination complaint.
2. All complaints and investigatory materials are to remain confidential and shall be maintained at the direction of the Affirmative Action Officer.
3. The Affirmative Action Officer shall compile and maintain monthly statistics of all discrimination and harassment violations and complaints.
4. The statistical data shall include, but is not limited to:
  - a. Number of violations and complaints;
  - b. Origination of complaints by station or unit;
  - c. Number of formal complaints;
  - d. Number of informal complaints;
  - e. Number of complaints originated by using any department mechanism;
  - f. Number of Complaints originated by an outside agency.
5. The Affirmative Action Officer shall monitor the above information to determine patterns within the various Department units and stations.
6. The Affirmative Action Officer shall report all statistics on discrimination and sexual harassment complaints to the Chief of Police on a quarterly and cumulative basis.

### D. Chief of Police Responsibilities

1. The Chief of Police shall report all statistics on discrimination and harassment complaints, as received from the Affirmative Action Officer, to the Police Commission on a quarterly and cumulative basis.
2. The Chief of Police shall, within five (5) days of being notified of a complaint, notify the Equal Employment Unit of Civil Service by memorandum that a complaint has been made and that the matter has been resolved or is under investigation.



## IX. COMPLAINT FILING DEADLINE

- A. A complaint should be submitted to a supervisory employee as soon as possible when the complainant become aware of the violation. The Department shall investigate all complaints, whenever filed, immediately.
- B. Deadlines for complaints filed with outside agencies are as follows:
  - 1. California Department of Fair Employment and Housing: One year from date of last act of discrimination.
  - 2. Federal Equal Employment Opportunity Commission: 180 days from date of alleged act.
  - 3. EEO Unit of the San Francisco Civil Service Commission: 30 days from date of alleged act.

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## APPENDIX E

% of Women and Minorities assignments by location/2nd quarter 1988

Location	% Females	% Minority Male	% Non-Minority Male
<u>Administration</u>	17	23	60
<u>Support Services</u>	19	21	60
<u>Patrol Bureaus</u>			
Central	2	29	68
Northern	6	26	68
Park	10	21	69
Richmond	8	17	75
Southern	8	29	63
Ingleside	16	25	59
Potrero	11	35	54
Mission	21	29	50
Muni	10	44	46
Patrol	8	15	77
Net Gold Gate	0	35	65
Net Metro	6	13	81
Tactical Division			
Street	3	15	82
Special Operations	11	56	33
<u>Traffic</u>	4	14	82
Investigative Bureaus	6	19	75



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